



**HELSINKI 2026**

17<sup>TH</sup> CONFERENCE OF THE EUROPEAN ACADEMY  
OF OCCUPATIONAL HEALTH PSYCHOLOGY

# **BOOK OF PROCEEDINGS**

## **17th EAOHP CONFERENCE 2026**

**Mental health at work: From research to  
policy and practice**

### **Editors**

Fiona Frost, Teixeira Dulal-Arthur  
France St-Hilaire, Caleb Leduc  
Katherine Jachens, Miguel Muñoz



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17<sup>th</sup> Conference of the European Academy of Occupational Health Psychology

*'Mental health at work: From research to policy and practice'*

**Edited by:**

**Fiona Frost  
Teixiera Dulal-Arthur  
France St-Hilaire  
Caleb Leduc  
Katherine Jachens  
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NOTTINGHAM

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## PREFACE

Welcome to the 17th scientific conference of the European Academy of Occupational Health Psychology! This is again our largest conference to date with over 1000 submissions and about 900 delegates joining us in Helsinki, Finland. We are proud to see the Academy grow since its birth and thank you for your continued support and contributions. EAOHP, in collaboration with the Finnish Institute of Occupational Health and the University of Helsinki, with the kind support of the Finnish Ministry of Social Affairs and Health and Together with Helsinki, welcomes you to our conference in this beautiful city.

The Academy was formally constituted in 1999 at the first European Workshop on Occupational Health Psychology in Lund, Sweden, as a new platform to promote the development of research, education and practice in the then emerging field of occupational health psychology. Our conference first took place annually and from 2006 biennially. Follow-up conferences have been held successfully in Nottingham, UK (2000), Barcelona, Spain (2001), Vienna, Austria (2002), Berlin, Germany (2003), Porto, Portugal (2004), Dublin, Ireland (2006), Valencia, Spain (2008), Rome, Italy (2010), Zürich, Switzerland (2012), London, UK (2014), Athens, Greece (2016), Lisbon, Portugal (2018), Online/Nicosia, Cyprus (2020), Bordeaux, France (2022) and Granada, Spain (2024).

The theme for this year's conference is 'Mental health at work: From research to policy and practice'. Work-related psychosocial risks and mental health at work are identified as key priorities in the future of work. Mental health at work challenges have become more prevalent due to global trends, including rapid changes in working conditions and employment contracts, digitalisation and the rise of artificial intelligence, climate change and global conflicts, which accentuate and give rise to new inequalities in health and well-being. The conference will address what occupational health researchers and practitioners can do to support the implementation of appropriate interventions to promote good mental health at work and healthy psychosocial work environments, from policy to research and practice, while reducing inequalities in working conditions and health.

Conference sessions will bring insights from policymakers, practitioners and our rich research community and we will showcase key activities the Academy has engaged in over the past two years. These include a Policy Event on Psychosocial Risks and Mental Health at Work in the Future of Work we organized on the 10th of October 2025 at the International Labour Organization (ILO) in Geneva, our collaboration with several United Nations agencies and European trade unions, our contribution to the development of the ILO World Day for Safety and Health at Work 2026 Global Report 'The psychosocial working environment: Global developments and pathways for action', and of course the publication of our OHP textbook which is offered free of charge to all our members.

At each conference, the Academy awards a lifetime fellowship to individuals, who in the opinion of the Executive Committee, have made an exceptional contribution to the discipline of occupational health psychology. This year we are proud to welcome Professor Jari Hakanen (University of Helsinki and Finnish Institute of Occupational Health), Professor Sabine Sonnentag (University of Mannheim, Germany), and Dr Sergio Iavicoli (Director General for Prevention, Ministry of Health, Italy) into our College of Fellows.

On behalf of the Organizing Committee, we would like to thank you for your commitment to the Academy and your contribution to this conference. We hope it will meet your expectations and will fuel your enthusiasm. We continue in our commitment to build a members' Academy and will always welcome those who wish to be actively involved going forward so please do get in touch! Finally, we would like to extend our gratitude to all of those who have given so generously of their time in helping to make this event a reality.



Stavroula Leka  
President, EAOHP



Salla Tappinen-Tanner  
Conference Co-Chair



Anne Kouvonen  
Conference Co-Chair

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## SPONSORS & SUPPORTING INSTITUTIONS

The following have  
generously supported the 17<sup>th</sup> conference of the  
European Academy of Occupational Health Psychology

Finnish Institute of  
Occupational Health



UNIVERSITY OF HELSINKI



Ministry of  
Social Affairs and Health  
FINLAND

Together with

Helsinki

# DELEGATE INFORMATION

## Venue

The EAOHP 2026 Conference will take place at the University of Helsinki, situated right in the vibrant city of Helsinki, Finland. The University of Helsinki was founded in Turku in 1640 as the Royal Academy of Åbo under the Swedish Empire, and moved to Helsinki in 1828 under the sponsorship of Tsar Alexander I. It is the oldest and largest university in Finland.

Venue address: University of Helsinki, Fabianinkatu 33, Helsinki, Finland

## Getting there

The airport train takes you from the Helsinki-Vantaa airport to the Helsinki Central Railway Station in 30 minutes, the same as a taxi. Tickets can be purchased from the HSL's mobile app (<https://www.hsl.fi/en/tickets-and-fares/hsl-app>) or from the ticket machine at the airport's train platform.

The Helsinki Central Railway Station is roughly one kilometre from the conference venue, a distance easily covered by tram or on foot. In addition to the HSL's mobile app, the Helsinki Region Journey Planner (<https://www.hsl.fi/en>) can help you find your way with local transportation and offers more information.

## Catering

Lunch is included in the delegate fee and refreshments will be available at no cost each morning and afternoon of the conference.

## Presentations (Author Guidelines)

**ORAL:** Each presentation will last 15 minutes, including time for questions. It is suggested that authors keep presentations to 10 minutes. The session chair will introduce each presenter and ensure that presentations are kept to time. All oral presentations must be supported by MS PowerPoint Presentations should be on a USB stick. Please go to the room allocated for your presentation 15 minutes prior to the start of your session, where you will be assisted in copying it onto the system.

**SYMPOSIUM:** Symposium Chairs and Discussants have flexibility in setting out the timing and structure within each session. All oral presentations must be supported by MS PowerPoint Presentations should be on a USB stick. Please go to the room allocated for your presentation 15 minutes prior to the start of your session, where you will be assisted in copying it onto the system.

**POSTER:** Posters will only be presented face-to-face. They should ideally be printed in **A0 size**: 119cm (Height) X 84cm (Width) in **portrait format**. Authors of poster presentations should bring their posters to the conference venue on the day of the presentation. Posters can be installed from 09:00 and should be removed by the end of the session. Any posters not taken down at the end of each day will be removed by the organizing team. Pins will be provided. All authors are responsible for placing their own posters according to their assigned space and will be assisted by the conference organizing team.

## Further assistance

Should you require any assistance during the conference, please do not hesitate to contact a member of the conference organizing committee at the reception desk.



**PROGRAMME  
AT A GLANCE**

## Programme Key:

Special Sessions	Symposium	Registration/Break
Oral paper session	Poster Session	Other sessions

### Sunday, 14 June 2026

15:00 - 16:45 **Registration**  
*University of Helsinki Entrance Hall Fabian*

### Monday, 15 June 2026

08:00 - 09:00 **Registration**  
*University of Helsinki Entrance Hall Fabian*

09:00 - 09:30 **Opening Ceremony (Hybrid Session)**  
*Great Hall*

09:40 - 11:15 **Policy Special Session: Global Trends and the Future of Policy Making on Mental Health at Work (Hybrid Session)**  
*Great Hall*

Oral Session: Future of Work and Implications for Health, Safety and Well-being I  
*Room F2044 Auditorium*

Oral Session: Resilience and Well-being at Work  
*Room F3003*

Oral Session: Teleworking and Well-being I  
*Room F3017*

11:15 - 11:45 **Coffee Break**  
*University of Helsinki Hall*

11:45 - 13:00 **Special Session: New Directions for IGLOO and Realist Evaluation: Extending Professor Karina Nielsen's Contribution to Intervention Research (Hybrid Session)**  
*Room F2044 Auditorium*

Symposium: Designing Healthy Work: Interventions, Resources, and Meaning as Drivers of Sustainable Health  
*Room F4050 Small Hall*

Symposium: The Dynamics of Recovery: From Daily Resource Regulation to Long-term Organizational Outcomes  
*Room F3003*

Symposium: Leadership in Context: Exploring Context Variables that Shape the Relationship between Leadership and Health  
*Room U3032*

Symposium: The Ambivalence of Autonomy at Work – New Insights into an Established Construct  
*Room F3017*

Symposium: From Fragmentation to Prevention: Multi-level Approaches to Reducing Workplace Aggression  
*Room F3005*

Symposium: Educational Staff Well-being: Insights from the Finnish Principals and Teacher Barometers  
*Stadium 1 (F3020)*

Symposium: Navigating Moral Distress: Cross-national and Cross-professional Approaches to Assessment and Action  
*Room F3010*

Oral Session: Equality, Diversity and Inclusion I  
*Room U4075*

13:00 - 14:30 **Lunch and Poster Sessions**

*University of Helsinki Agora Hall*

Poster Session: Employee Motivation and Performance

Poster Session: Interpersonal Relationships

Poster Session: Workplace Health Promotion

Poster Session: Antecedents of Stress and Well-being

Poster Session: Burnout

Poster Session: Future of Work and Implications for Health, Safety and Well-being

Poster Session: Mental Health and the Workplace

13:30 - 14:30 **Research Forum**

*Room F2044 Auditorium*

**EAOHP General Assembly**

*Room F3005*

14:30 - 16:00 Symposium: Beyond the Obvious: Nuanced Effects of Work Design, Remote Work, Leadership and Recovery in Shaping Well-being

*Room F2044 Auditorium*

Symposium: The Burnout Assessment Tool in Action: Evidence, Adaptations, and Implications

*Room F4050 Small Hall*

Symposium: Precarious (Working) Lives: Embedding Insecure Employment and Well-being in Workers' Careers and Life Circumstances

*Room F3003*

Oral Session: Evidence, Policy and Practice Translation I  
*Room U3032*

Oral Session: Intervention Evaluation  
*Room F3017*

Oral Session: Burnout I  
*Room F3005*

Oral Session: Mental Health and the Workplace I  
*Stadium 1 (F3020)*

Oral Session: Antecedents of Stress and Well-being I  
*Room F3010*

Oral Session: Workplace Violence, Bullying and Harassment I  
*Room U4075*

Workshop: Steps Toward the Good Society: Sustainability,  
Democracy and Work Stress-Health (Part 1)  
*Room F3006*

Education Forum - ECR Session: Meaning, Agency and Career  
Adaptation (closed session - participants only)  
*Stadium 3 (F3022c)*

Education Forum - ECR Session: Workplace Characteristics and  
Employee Well-being (closed session - participants only)  
*Stadium 5 (F3023c)*

16:00 - 16:30

**Coffee Break**  
*University of Helsinki Hall*

16:30 - 17:45

Symposium: Hybrid Work After the Pandemic: How Remote and  
On-Site Work Shape Need Satisfaction, Well-being, and  
Performance  
*Room F2044 Auditorium*

Symposium: Resource-oriented Interventions at Work: Ways to  
Improve Intervention Fit  
*Room F4050 Small Hall*

Symposium: Health-oriented Leadership in Challenging Contexts:  
Understanding Mechanisms, Dyadic Transmission Effects, and  
Boundary Conditions  
*Room F3003*

Symposium: Making Hybrid Work Work: Understanding the Dual  
Nature of Flexible Work Arrangements  
*Room U3032*

Symposium: Flex in Focus: A Multi-Level, Multi-Method, Multi-  
Sample Exploration of the New Way of Working  
*Room F3017*

Symposium: The Role of Time in Occupational Health Psychology  
(Part 1): Daily Processes and Short-Term Dynamics  
*Room F3005*

Symposium: Experimental Approaches to Job Stress Research:  
Showcasing Work Simulations  
*Stadium 1 (F3020)*

Oral Session: Leadership and Occupational Safety and Health  
*Room F3010*

Oral Session: Overtime, Working Hours and Time Pressure  
*Room U4075*

Symposium: Sustainable Success: Supporting Health & Careers  
from Campus to Workplace  
*Room F3006*

18:00 - 20:00 **Welcome Reception**  
*Helsinki City Hall (for delegates with QR code ticket from City Hall)*

## Tuesday, 16 June 2026

08:00 - 08:30 **Registration**  
*University of Helsinki Entrance Hall Fabian*

08:30 - 10:00 Symposium: Investigating Workplace Mistreatment Through the  
Lens of Various Actors  
*Room F2044 Auditorium*

Symposium: New Insights on Playful Work Design: Expanding the  
Playing Field  
*Room F4050 Small Hall*

Symposium: Dynamic Approaches to Understand Stressors,  
Strains, and Recovery  
*Room F3003*

Oral Session: Advancing Psychosocial Risk Management:  
Systems, Reform and Evidence  
*Room U3032*

Symposium: The Changing Face of Workload: The Role of Time in  
Occupational Health Psychology (Part 2): A Temporal Lens on the  
Work-Nonwork Interface  
*Room F3017*

Oral Session: Mental Health and the Workplace II  
*Room F3005*

Oral Session: Teleworking and Well-being II  
*Stadium 1 (F3020)*

Oral Session: Antecedents of Stress and Well-being II  
*Room F3010*

Oral Session: Job Satisfaction, Performance and Well-being  
*Room U4075*

Workshop: Steps Toward the Good Society: Sustainability,  
Democracy and Work Stress-Health (Part 2)  
*Room F3006*

Education Forum - ECR Session: Digitalisation (closed session - participants only)  
*Stadium 3 (F3022c)*

10:00 - 10:30 **Coffee Break**  
*University of Helsinki Hall*

10:30 - 11:30 Symposium: Keeping Burnout Cool: Four Fresh Perspectives on Burnout  
*Room F2044 Auditorium*

Oral Session: Developments and Challenges in National Policies on Psychosocial Risks and Mental Health at Work  
*Room F4050 Small Hall*

Symposium: Bringing Safety to Scale: Examining Macro and Micro Influences on Health and Safety Outcomes  
*Room F3003*

Symposium: Developing Compassionate Workplaces: Early Findings From the EU-CoWork Project on Supporting Employees Through End-of-Life Experiences  
*Room U3032*

Symposium: The Dark Side of Hybrid Work: Hidden Costs for Well-Being, Equity, and Careers  
*Room F3017*

Symposium: Examining Context in Organizational Interventions: Advancing the Effect Modifier Assessment (EMA) Method for Understanding Change Processes  
*Room F3005*

Symposium: Advancing Understanding of Work-Related Trauma: Exploring Interventions, Growth and Extra-Organizational Trauma  
*Stadium 1 (F3020)*

Symposium: Workplace Coaching Mechanisms and Outcomes: Zooming In and Out from Coaching Sessions to Thriving at Work  
*Room F3010*

Symposium: How Did We Get Here? Antecedents of Self-Endangering Work Behaviour, Their Boundary Conditions, and Implications for Well-being  
*Room U4075*

11:45 - 12:30 **Keynote: Employee Well-being, Threats, and Solutions – Research and Practical Tools (Hybrid Session)**  
*Great Hall*

12:30 - 14:00 **Lunch and Poster Sessions**  
*University of Helsinki Agora Hall*

Poster Session: Intervention Evaluation

Poster Session: Psychometrics in Occupational Health Psychology

Poster Session: Work-life Balance and Work-family Conflict  
Poster Session: Antecedents of Stress and Well-being  
Poster Session: Burnout  
Poster Session: Future of Work and Implications for Health, Safety and Well-being  
Poster Session: Mental Health and the Workplace

13:00 - 15:00 **Practice Forum Special Session: What Works in Psychosocial Risk Management: Lessons from Practice (Hybrid Session)**  
*Think Corner (located in the building opposite the main entrance)*

14:00 - 15:00 Symposium: Automation at Work: Work Design, Leadership, and Implementation Challenges  
*Room F2044 Auditorium*  
Symposium: Diversity, Equity, and Inclusion (DEI) for Mental Health at Work: From Research Evidence to Organizational Practices  
*Room F4050 Small Hall*  
Symposium: Psychosocial Challenges and Workforce Sustainability in Healthcare (HHC)  
*Room F3003*

**Education Forum - Early Career Session: Open Special Intervention Session**  
*Room U3032*

Symposium: Promoting Well-being in Women-Dominated Workforces: Participatory Approaches to Healthier Workplaces  
*Room F3017*  
Symposium: Navigating Workplace Demands: Resources and Mechanisms for Learning and (Digital) Well-being in the Workplace  
*Room F3005*  
Symposium: Adaptations of Acceptance and Commitment Therapy (ACT) for Workplace Mental Health Promotion: From Research to Practice  
*Stadium 1 (F3020)*  
Symposium: The LeverAge Symposium: Diversity and Inclusion in the Multi-age Workforce  
*Room F3010*  
15:10 - 16:10 Symposium: Total Worker Health® Participatory Programs: Empowerment Built From the Ground Up  
*Room F2044 Auditorium*  
Symposium: Interventions and Competencies  
*Room F4050 Small Hall*  
Symposium: Bridging the Gap between Occupational Health Research and Practice in Schools: Implementing Policies and Guidelines in Schools for the Prevention of Mental Health Problems

among School Staff  
*Room F3003*

Symposium: Sick, but Still Showing Up: Unpacking the Contextual Conditions of Presenteeism at Work  
*Room U3032*

Symposium: Shaping Work from the Top Down: Higher-Level Factors Influencing Work Design and Employee Well-being  
*Room F3017*

Symposium: Understanding Job Satisfaction and Occupational Well-being Across Diverse Work Settings  
*Room F3005*

Symposium: Novel Qualitative Methodological Approaches to Obtaining Participant Experience: Relational Participation, Participative Foresight, and the Sandbox  
*Stadium 1 (F3020)*

Symposium: Knowledge Transfer and Exchange Approaches for Advancing Mental Health and Prevention in Occupational Health and Safety  
*Room F3010*

Symposium: Well-being in Academia: From Resources and Risks to Realization!  
*Room U4075*

16:10 - 16:30 **Coffee Break**  
*University of Helsinki Hall*

16:30 - 17:45 Symposium: Advancing Workplace Bullying Research: New Theoretical, Empirical, and Methodological Perspectives  
*Room F2044 Auditorium*

Symposium: The Changing Face of Workload: Navigating Mental Health in Evolving Work Systems  
*Room F4050 Small Hall*

Symposium: Prerequisites for Sustainable Working Conditions: Organizational and Individual Perspectives  
*Room F3003*

Oral Session: Psychosocial Work Environment Interventions  
*Room U3032*

Oral Session: Work Engagement, Commitment, and Performance  
*Room F3017*

Oral Session: Employee Motivation and Performance  
*Room F3005*

Oral Session: Workplace Health Promotion  
*Stadium 1 (F3020)*

Oral Session: Sector-Specific Well-being and Occupational Hazards  
*Room F3010*

Oral Session: Sustainable Work and Careers  
*Room U4075*

18:30 - 22:00 **Conference Dinner**  
*Sipuli Restaurant*

## Wednesday, June 17th 2026

08:00 - 08:30 **Registration**  
*University of Helsinki Entrance Hall Fabian*

08:30 - 09:45 Symposium: Implementation Challenges in Organizational Level Interventions: Targeting Those Workplaces That Need it the Most. Experiences From Denmark  
*Room F2044 Auditorium*

Symposium: Systemic and Digital Innovations for Healthy Healthcare  
*Room F4050 Small Hall*

Symposium: The Mental Health Toolkit: From Research to Practice in Finnish Work Organizations  
*Room F3003*

Symposium: Why Do We Get Depleted, How Do We Replenish? The Interplay of Recovery, Crafting, and Energetic Processes at the Day-level  
*Room U3032*

Symposium: Worker Engagement in Action: Participatory Strategies to Advance Well-Being Across Program Stages  
*Room F3017*

Symposium: The LeverAge Symposium: Successful Aging in the Workplace  
*Room F3005*

Symposium: Career Shocks and Sustainable Careers in Healthcare: Motivations, Experiences, and Interventions  
*Stadium 1 (F3020)*

Oral Session: Burnout II  
*Room F3010*

Oral Session: Employee Retention and Sickness Absence  
*Room U4075*

Education Forum - ECR Session: OHP Interventions at Different Levels of Analysis (closed session - participants only)  
*Stadium 3 (F3022c)*

Education Forum - ECR Session: Protection, Inclusion and Discrimination (closed session - participants only)  
*Stadium 5 (F3023c)*

09:45 - 10:15 **Coffee Break**  
*University of Helsinki Hall*

10:15 - 11:45 **Special Session: International Coordinating Group of OHP Symposium (Hybrid session)**  
*Room F2044 Auditorium*

Symposium: KEEPCARING: Understanding and Improving Healthcare Professionals' Well-Being  
*Room F4050 Small Hall*

Symposium: New Perspectives on Work and Leisure in Occupational Health Psychology  
*Room F3003*

Symposium: Shaping Work Together: Dyadic Perspectives on Antecedents and Implications of Employees' Healthy Crafting and Compulsive Overwork  
*Room U3032*

Symposium: Mentally Healthy Work: Approaches to Building Psychosocial Safety, Inclusion, and Well-being  
*Room F3017*

Symposium: Navigating and Designing Hybrid Working Environments  
*Room F3005*

Symposium: Keep on Keeping on: New Perspectives to Address Occupational Health and Safety  
*Stadium 1 (F3020)*

Oral Session: Equality, Diversity and Inclusion II  
*Room F3010*

Oral Session: Interpersonal Relationships  
*Room U4075*

11:45 - 12:30 **Keynote: Capturing Work Life in Real Time: Innovations in Intensive Longitudinal Methods for Occupational Health Psychology (Hybrid Session)**  
*Room F2044 Auditorium*

12:30 - 14:00 **Lunch and Poster Sessions**  
*University of Helsinki Agora Hall*

Poster Session: Leadership and Occupational Safety and Health

Poster Session: Psychosocial Work Environment Interventions  
Poster Session: Antecedents of Stress and Well-being  
Poster Session: Equality, Diversity and Inclusion  
Poster Session: Future of Work and Implications for Health, Safety and Well-being  
Poster Session: Mental Health and the Workplace  
Poster Session: Employee Performance and Well-being

13:00 - 14:00 **ICG-OHP Meeting**  
*Room F3005*

14:00 - 15:30 Symposium: Reference and Limit Values for Psychosocial Hazards at work: Conceptual Approaches, Empirical Evidence and Practical Implications  
*Room F2044 Auditorium*

Symposium: Critical Perspectives in Occupational Health Psychology: Empirical Evidence, Methodological Challenges and Alternative Solutions in Understanding Health and Work Under Current Political-Economic Conditions  
*Room F4050 Small Hall*

Symposium: What Are the Psychosocial Risks of Algorithmic Management, and How Can We Address Them?  
*Room F3003*

Oral Session: Antecedents of Stress and Well-being III  
*Room U3032*

Oral Session: Future of Work and Implications for Health, Safety and Well-being II  
*Room F3017*

Oral Session: Mental Health and the Workplace III  
*Room F3005*

Oral Session: Organizational Interventions and Outcomes  
*Stadium 1 (F3020)*

Oral Session: Work-life Balance and Work-family Conflict  
*Room F3010*

Oral Session: Workplace Violence, Bullying and Harassment II  
*Room U4075*

15:30 - 16:00 **Coffee Break**  
*University of Helsinki Hall*

16:00 - 17:00 Symposium: Sustainable Inclusion of Vulnerable Groups in the Labour Market using Living Labs: The Synclusive Systems Approach  
*Room F2044 Auditorium*

Symposium: WISEWORK-C: Workplace Innovation for Sustainable Well-being Cluster

*Room F4050 Small Hall*

Symposium: Social Media Harassment Directed at Workers: Exploring a Contemporary Work-related Stressor

*Room F3003*

Symposium: Lived Experience as Knowledge: Understanding Burnout Recovery and Return to Work Through Multi-Perspective Qualitative Inquiry

*Room U3032*

Oral Session: Evidence, Policy and Practice Translation II

*Room F3017*

Oral Session: Climate Change, Green Transition and Well-being at Work

*Room F3005*

Oral Session: Psychometrics in Occupational Health Psychology

*Room Studium 1 (F3020)*

17:00 - 17:30

**Closing Ceremony**

*Room F2044 Auditorium*

## Thursday, June 18th 2026

08:45 - 09:00

**Post-conference Workshop Registration**

*University of Helsinki Entrance Hall Fabian*

09:00 - 10:30

Post-conference Workshop: Multilevel Modelling with R: An Introduction with Applications on Wearable- and Mobile-based Intensive Longitudinal Data (Part 1)

*Room F3006*

Post-conference Workshop: Qualitative Research in Occupational Health Psychology (Part 1)

*Room F3017*

Post-conference Workshop: The Road to Publishing in High-Impact Academic Journals: A How-To Workshop (Part 1)

*Room Studium 1 (F3020)*

Post-conference Workshop: Dyadic Studies in Occupational Health Psychology: Best Practice Guidelines from Developing and Implementing Research Ideas to Data Analyses (Part 1)

*Room F3010*

10:30 - 11:00

**Coffee Break**

11:00 - 12:30 Post-conference Workshop: Multilevel Modelling with R: An Introduction with Applications on Wearable- and Mobile-based Intensive Longitudinal Data (Part 2)

*Room F3006*

Post-conference Workshop: Qualitative Research in Occupational Health Psychology (Part 2)

*Room F3017*

Post-conference Workshop: The Road to Publishing in High-Impact Academic Journals: A How-To Workshop (Part 2)

*Room Studium 1 (F3020)*

Post-conference Workshop: Dyadic Studies in Occupational Health Psychology: Best Practice Guidelines from Developing and Implementing Research Ideas to Data Analyses (Part 2)

*Room F3010*

The graphic consists of three overlapping circles. One circle is solid black, while the other two are a lighter grey. They are arranged in a way that they appear to be intertwined, with the black circle in the foreground and the grey circles behind it.

**DETAILED  
CONFERENCE  
PROGRAMME**

## Sunday, 14 June 2026

### Conference Registration

15:00 - 16:45 University of Helsinki Entrance Hall Fabian

## Monday, 15 June 2026

### Conference Registration

08:00 - 09:00 University of Helsinki Entrance Hall Fabian

### Opening Ceremony (Hybrid Session)

09:00 - 09:30 Great Hall

The opening of the EAOHP 2026 Conference features welcomes from Professor Stavroula Leka, President of EAOHP, Professor Salla Toppinen-Tanner, Conference Co-Chair, Finnish Institute of Occupational Health, Laura Rissanen, State Secretary to the Minister of Social Security, Finland, and Vice-Rector Anne Portaankorva, University of Helsinki.

### Policy Special Session: Global Trends and the Future of Policy Making on Mental Health at Work (Hybrid Session)

09:40 - 11:15 Great Hall Chairs Aditya Jain, Stavroula Leka

Trends and the Policy context on Psychosocial Risks and Mental Health at Work - The Global Perspective

[Stavroula Leka](#)

*EAOHP President, Distinguished Professor of Organisations, Work & Health, University of Lancaster, UK.*

SS1 The European Perspective – What are European Workplaces Telling Us

[Xabier Irastorza](#)

*European Agency for Safety and Health at Work (EU-OSHA), Bilbao, Spain*

[Sergio Iavicoli](#)

*Director General for Prevention, Ministry of Health, Italy*

[Laura Rissanen](#)

*State Secretary to the Minister of Social Security, Finland*

SS2 Is it Necessary to Legislate on Psychosocial Risks or Mental Health at Work in the EU?

[Loic Lerouge](#)

*University of Bordeaux, Bordeaux, France. Centre national de la recherche scientifique, Paris, France*

[Dubravka Suzic](#)

*Head, Psychosocial Well-being – Staff Health and Well-being Section, United Nations High Commission for Refugees*

Michael ErteI

International Commission on Occupational Health, Chair of Scientific Committee  
'Work Organisation and Psychosocial Factors' & BAuA, Germany

Noortje Wiezer

Principal Advisor, TNO Health and Work; PEROSH Scientific Steering Group

## Oral Session: Future of Work and Implications for Health, Safety and Well-being I

09:40 - 11:15 Room F2044 (Auditorium) Chair Louise Thomson

- O1 A Multilevel Assessment of Algorithmic Monitoring and Customer Mistreatment as Sources of Entropy for App-workers' Well-Being: A Human Sustainability Approach  
Steve Granger<sup>1</sup>, Yu-Ping Chen<sup>1</sup>, Pamela Lirio<sup>2</sup>  
<sup>1</sup>Concordia University, Montreal, Canada. <sup>2</sup>University of Montreal, Montreal, Canada
- O2 What Matters in Ethical Governance for Industry 5.0 Manufacturing? A Methodology for Navigating Stakeholder Dilemmas and Priorities  
Tiziana C. Callari<sup>1,2</sup>, Ella-Mae Hubbard<sup>3</sup>, Simon Downs<sup>3</sup>, Isabella Negri<sup>4</sup>, Niels Lohse<sup>2</sup>  
<sup>1</sup>University of Turin, Turin, Italy. <sup>2</sup>University of Birmingham, Birmingham, United Kingdom. <sup>3</sup>Loughborough University, Loughborough, United Kingdom. <sup>4</sup>University of Modena and Reggio Emilia, Modena, Italy
- O3 "I Did This, Not the AI": Ownership as a Buffer of Self-Efficacy Loss in AI-Assisted Tasks  
Mascha Goldschmitt<sup>1</sup>, Lisa Christian<sup>1</sup>, Thomas Rigotti<sup>1,2</sup>  
<sup>1</sup>Johannes Gutenberg University, Mainz, Germany. <sup>2</sup>Leibniz Institute for Resilience Research, Mainz, Germany
- O4 Developing an Implementation Guide for Digital Workplace Mental Health Interventions  
Louise Thomson, Ben Vaughan  
University of Nottingham, Nottingham, United Kingdom
- O5 The Dark Side of AI at the Workplace - Uncovering Its Impact on Employee Health  
Annabell Reiner, Jörg Felfe  
Helmut Schmidt University Hamburg/ University of the Federal Armed Forces, Hamburg, Germany

## Oral Session: Resilience and Well-being at Work

09:40 - 11:15 Room F3003 Chair Robert Lundmark

- O6 Metacognitive Strategies to Foster Resilience in Aged Care: Influences of Coping Self-Insights on Capacities for Resilience. A Time-Lagged Person-Centred Perspective  
Arian Kunzelmann<sup>1</sup>, Denise M. Jepsen<sup>2</sup>, Monique F. Crane<sup>2</sup>, Thomas Rigotti<sup>3</sup>  
<sup>1</sup>Edith Cowan University, Perth, Australia. <sup>2</sup>Macquarie University, Sydney, Australia.  
<sup>3</sup>Johannes Gutenberg-University, Mainz, Germany

- O7      The Slow Comeback: How Stress Recovery Connects to Burnout and Resilience  
*Eva Mertens, Tim Vantilborgh, Sara De Gieter*  
*Vrije Universiteit Brussel (VUB), Elsene, Belgium*
- O8      The Work Environment of Sami Reindeer Herders in the Nordic Countries  
*Robert Lundmark<sup>1,2</sup>, Nalika Tjärnberg<sup>1</sup>, Miguel San Sebastian<sup>1</sup>, Jon Petter Stoor<sup>1</sup>*  
*<sup>1</sup>Umeå University, Umeå, Sweden. <sup>2</sup>Luleå University of Technology, Luleå, Sweden*
- O9      Navigating the Reemployment Process after Redundancy: The Interplay Between Agency and Context  
*Sabine Hartman<sup>1</sup>, Ellen Peeters<sup>2</sup>, Maaïke Looman<sup>1</sup>, Irmgard Borghouts<sup>1</sup>, Charissa Freese<sup>1</sup>*  
*<sup>1</sup>Tilburg University, Tilburg, Netherlands. <sup>2</sup>TIAS School for Business and Society, Tilburg, Netherlands*
- O10     Hello, Monday! The Role of Monday Morning Psychological Reattachment for Stress Inoculation and Sensitization at Work – Results from a Daily Diary Study  
*Elisabeth Gerhards<sup>1</sup>, Miriam Schilbach<sup>1,2</sup>, Hadar Neshor Shoshan<sup>3</sup>, Thomas Rigotti<sup>1,3</sup>*  
*<sup>1</sup>Leibniz Institute for Resilience Research, Mainz, Germany. <sup>2</sup>Maastricht University, Maastricht, Netherlands. <sup>3</sup>Johannes Gutenberg-Universität, Mainz, Germany*
- O11     Paving the Pathway to Detachment and Mental Health: Resilience as a Moderator of the Relationship Between Work Intensity and Psychological Detachment  
*Roman Soucek<sup>1</sup>, Amanda S. Voss<sup>2</sup>*  
*<sup>1</sup>MSH Medical School Hamburg, Hamburg, Germany. <sup>2</sup>Friedrich-Alexander-Universität Erlangen-Nürnberg, Erlangen, Germany*

## Oral Session: Teleworking and Well-being I

**09:40 - 11:15      Room F3017                      Chair Svenja Schlachter**

- O13     Everybody, Altogether, All at Once: Can Anchor Days Be Better?  
*Amanda Jones, Michael Clinton, Heejung Chung, Tara Reich*  
*King's College London, London, United Kingdom*
- O14     Advantages and Disadvantages of Remote Work Versus Office Work: The Role of Actual and Preferred Office Attendance  
*Maria Gaudiino, Denise Salin, Mats Ehrnrooth*  
*Hanken School of Economics, Helsinki, Finland*
- O15     Configurations of Work Characteristics in Remote and Hybrid Work Settings: A Person-Centred, Cross-Country Approach  
*Christian Bäcklund<sup>1,2</sup>, Susanne Tafvelin<sup>1</sup>, Vita Akstinaite<sup>3</sup>, Marte Bentzén<sup>4</sup>, Anja H Olafsen<sup>5</sup>, Andreas Stenling<sup>1,6</sup>*  
*<sup>1</sup>Umeå University, Umeå, Sweden. <sup>2</sup>Luleå University of Technology, Luleå, Sweden. <sup>3</sup>ISM University of Management and Economics, Vilnius, Lithuania. <sup>4</sup>Norwegian School of Sport Sciences, Oslo, Norway. <sup>5</sup>University of South-Eastern Norway, Hønefoss, Norway. <sup>6</sup>University of Agder, Kristiansand, Norway*
- O16     Remote Working Conditions in Spain and their Impact on Physical Well-being and Work Attitudes  
*Maria Paula Acuña, Melanie Revilla*  
*RECSM-Universitat Pompeu Fabra, Barcelona, Spain*

- O17 Psychosocial Work Experience After Implementing Hybrid Work - A Longitudinal Study  
*Caroline Corneliussen<sup>1</sup>, Maral Babapour Chafi<sup>2,3</sup>, Andreas Tornevi<sup>1</sup>, Albin Stjernbrandt<sup>1</sup>, Viktoria Wahlström<sup>1</sup>*  
<sup>1</sup>Umeå University, Umeå, Sweden. <sup>2</sup>The Institute of Stress Medicine, Region Västra Götaland, Göteborg, Sweden. <sup>3</sup>Chalmers University of Technology, Göteborg, Sweden
- O18 Teleworking and Its Impact on Health and Well-being: A Systematic Review of Longitudinal Studies Considering the Psychosocial Work Environment (2005–2024)  
*Annick Parent-Lamarche<sup>1</sup>, Nancy Beauregard<sup>2</sup>, Marie-ève Blanc<sup>2</sup>, Nathalie Cadieux<sup>3</sup>, Julie Dextras-Gauthier<sup>4</sup>, Marie-Colombe Afota<sup>2</sup>, Wassila Merkouche<sup>5</sup>, Salima Hamouche<sup>6</sup>, Oussama R'biaa<sup>4</sup>, Jessica Garneau<sup>1</sup>*  
<sup>1</sup>Université du Québec à Trois-Rivières, Trois-Rivières, Canada. <sup>2</sup>Université de Montréal, Montréal, Canada. <sup>3</sup>Université de Sherbrooke, Sherbrooke, Canada. <sup>4</sup>Université Laval, Québec, Canada. <sup>5</sup>Université du Québec en Abitibi-Témiscamingue, Val-D'or, Canada. <sup>6</sup>University of Sharjah,, Sharjah, Saudi Arabia

## Coffee Break

11:15 - 11:45 University of Helsinki Hall

## Special Session: New Directions for IGLOO and Realist Evaluation: Extending Professor Karina Nielsen's Contribution to Intervention Research (Hybrid Session)

11:45 - 13:00 Room F2044 (Auditorium) Chairs Cristian Vasquez, Christine Ipsen

- SS3 Escalatory and De-Escalatory Spirals: The Role of Resource and Risk Caravans in the Dynamic Evolution of Intragroup Conflict  
*Trond Løkling<sup>1</sup>, Kasper Edwards<sup>2</sup>, Jonathan Freitas<sup>3</sup>, Karina Nielsen<sup>4</sup>, Marit Konstad<sup>1</sup>, Marit Christensen<sup>1</sup>*  
<sup>1</sup>Norwegian University of Science and Technology, Trondheim, Norway. <sup>2</sup>DTU, Copenhagen, Denmark. <sup>3</sup>Federal University of Minas Gerais, Minas Gerais, Brazil. <sup>4</sup>Sheffield University Management School, Sheffield, United Kingdom
- SS4 Does Serious-Game Simulation Based Training Lead to Better Change Leadership?  
*Johan Simonsen Abildgaard<sup>1</sup>, Esben Langager Olsen<sup>2</sup>*  
<sup>1</sup>Copenhagen Business School, Copenhagen, Denmark. <sup>2</sup>The National Research Centre for the Working Environment, Copenhagen, Denmark
- SS5 Applying the IGLOO Model to Sustainable Return-to-Work: Understanding Resources and Outcomes for Individuals with Common Mental Disorders  
*Zoe Can<sup>1</sup>, Cristian Vasquez<sup>1</sup>, Suean E. Peters<sup>2</sup>, Karina Nielsen<sup>1</sup>, Jeremy F. Dawson<sup>1</sup>*  
<sup>1</sup>Sheffield University Management School, Sheffield, United Kingdom. <sup>2</sup>Harvard T.H. Chan School of Public Health, Boston, USA

- SS6 Remembering Forward Together: How Organizational Memory and Prospective Sensemaking Shape Participatory Organizational Well-being Interventions  
Sofia Topakas<sup>1</sup>, Cristian Vasquez<sup>1</sup>, Tiziana Sardiello<sup>2</sup>, Anna Jansson<sup>2</sup>, Steven Vanderstichelen<sup>3</sup>, Klaus Wegleitner<sup>4</sup>  
<sup>1</sup>Sheffield University Management School, Sheffield, United Kingdom. <sup>2</sup>Lulea University of Technology, Lulea, Sweden. <sup>3</sup>Vrije Universiteit Brussel, Brussels, Belgium. <sup>4</sup>University of Graz, Graz, Austria

## Symposium: Designing Healthy Work: Interventions, Resources, and Meaning as Drivers of Sustainable Health

11:45 - 13:00

Room F4050 (Small Hall)

Chair Simone Kauffeld

- S1 Participatory Work Redesign in the Disability Care Sector: Influences on Job Demands, Job Resources, and Mental Well-Being  
Arian Kunzelmann<sup>1</sup>, Connie Deng<sup>2</sup>, Anya Johnson<sup>2</sup>, Helena Nguyen<sup>2</sup>, Sharon Parker<sup>3</sup>  
<sup>1</sup>Edith Cowan University, Perth, Australia. <sup>2</sup>University of Sydney, Sydney, Australia. <sup>3</sup>Curtin University, Perth, Australia
- S2 Towards a Process Model of Playful Work Design: Insights from a Qualitative Investigation in Blue-Collar Recycling Work  
Stefano Mattana, Hannes Schilling, Simone Kauffeld  
 TU Braunschweig, Braunschweig, Germany
- S3 A Novel Procedure to Support Meaning-Making at Work – Development and Prototype of a Self-Guided Digital Platform  
Doris Hofer<sup>1</sup>, Gregor Jenny<sup>1</sup>, Cyrill Ziegler<sup>2</sup>, Marc Schreiber<sup>2</sup>  
<sup>1</sup>University of Applied Sciences and Arts Northwestern Switzerland, Olten, Switzerland, <sup>2</sup>Zurich University of Applied Sciences, Zurich, Switzerland
- S4 Healthy Work: Analysis and Micro-Interventions for Behavioural Prevention  
Evelyn Sophie Schelm, Simone Kauffeld, Eva-Maria Schulte-Seitz  
 Technische Universität Braunschweig, Braunschweig, Germany
- S5 Towards a Consensual Understanding of Leader Health: Development and Validation of an Instrument for Assessing Leadership Demands and Resources  
Viviane Kirkliès, Simone Kauffeld, Eva-Maria Schulte-Seitz  
 Technische Universität Braunschweig, Braunschweig, Germany

## Symposium: The Dynamics of Recovery: From Daily Resource Regulation to Long-term Organizational Outcomes

11:45 - 13:00

Room F3003

Chairs Ute Hülshéger, Karolina Eschen

- S6 Out of Fuel, Out of Feel: Daily Lack of Self-Control Resources and Emotion Regulation at Work  
Samia Hanna, Jette Völker, Sabine Sonnentag  
 University of Mannheim, Mannheim, Germany

- S7 Exhausted Without Boundaries? Exploring the Reciprocal Relationship Between Exhaustion and Boundary Management Tactics  
*Mona Pohlner, Verena C. Haun*  
*University of Würzburg, Würzburg, Germany*
- S8 The Fading Benefits of Workplace Napping: Affective and Cognitive Pathways to Off-Job Recovery  
*Chengjin Li<sup>1,2</sup>, Junchao Huang<sup>1</sup>, Lieke L. ten Brummelhuis<sup>2</sup>, Yaoshan Xu<sup>1</sup>, Yongjuan Li<sup>1</sup>*  
*<sup>1</sup>University of Chinese Academy of Sciences, Beijing, China. <sup>2</sup>Simon Fraser University, Burnaby, Canada*
- S9 What Do You Need to Recover From Work? Exploring the Role of Need-Satisfying Activities in Employee Well-Being  
*Karolina Eschen, Ute Hülshager, Sjur Uitdewilligen*  
*Maastricht University, Maastricht, Netherlands*
- S10 The Hidden Cost of Insufficient Recovery: How Internal and External Recovery Deficits Predict Employee Turnover, Sickness Absence, and Presenteeism over a Two-Year-Follow-Up  
*Johannes Wendsche<sup>1</sup>, Martin Zeschke<sup>2</sup>, Laura Vieten<sup>2</sup>*  
*<sup>1</sup>Federal Institute for Occupational Safety and Health, Dresden, Germany. <sup>2</sup>Federal Institute for Occupational Safety and Health, Dortmund, Germany*

## Symposium: Leadership in Context: Exploring Context Variables that Shape the Relationship between Leadership and Health

- | 11:45 - 13:00 | Room U3032  | Chair Miriam Arnold |
|---------------|---|---------------------|
| S11           | Leaders in the Context of Psychological Risk Assessment: Distinct Job Demands and Resources of Leaders and Their Implications for Health Impairment<br><i>Christiane R. Stempel, Ivon Ames</i><br><i>Fern Universität, Hagen, Germany</i>   |                     |
| S12           | Saving Face Does Not Save Mental Health: Leader Reactions to Depression Disclosure<br><i>Anna Brzykcy<sup>1</sup>, Alexandra Hauser<sup>2</sup>, Claudia Buengeler<sup>3</sup></i><br><i><sup>1</sup>University of St. Gallen (HSG), St. Gallen, Switzerland. <sup>2</sup>Munich Business School, Munich, Germany. <sup>3</sup>Christian-Albrechts-Universität zu Kiel, Kiel, Germany</i> |                     |
| S13           | The Affective Core of Leadership: Emotional Dynamics in Paradoxical Leadership Situations<br><i>Hannah Büchner<sup>1</sup>, Marie Ritter<sup>1</sup>, Julian Dehne<sup>2</sup>, Simone Kauffeld<sup>1</sup></i><br><i><sup>1</sup>Technical University, Braunschweig, Germany. <sup>2</sup>German Computer Society, Berlin, Germany</i>   |                     |
| S14           | Autonomy in Context: How Social and Personal Factors Shape Perceived and Enacted Autonomy<br><i>Sabine van de Beek, Miriam Arnold, Jessica de Bloom</i><br><i>University of Groningen, Groningen, Netherlands</i>   |                     |

- S15 Benefits and Risks of Empowerment for the Well-being of Leaders and Followers: A Systematic Review  
Franziska Dennissen<sup>1</sup>, Kai Niclas Klasmeier<sup>1</sup>, Joyce Elena Schleu<sup>2</sup>, Nale Lehmann-Willenbrock<sup>3</sup>  
<sup>1</sup>Federal Institute for Occupational Safety and Health, Dortmund, Germany. <sup>2</sup>Radboud University, Nijmegen, Netherlands. <sup>3</sup>University of Hamburg, Hamburg, Germany

## Symposium: The Ambivalence of Autonomy at Work – New Insights into an Established Construct

11:45 - 13:00 Room F3017 Chairs Jana Kühnel, Tim Vahle-Hinz

- S16 Let's Talk About Flexibility: Situational Strength in Where, When and How We Work  
Sophie Melzer<sup>1</sup>, Julia Schöllbauer<sup>1,2</sup>, Ada Sil Patterer<sup>2</sup>, Christian Korunka<sup>1</sup>, Jana Kühnel<sup>3</sup>, Rustin D. Meyer<sup>4</sup>, Anja Van den Broeck<sup>5</sup>  
<sup>1</sup>University of Vienna, Vienna, Austria. <sup>2</sup>Ferdinand Porsche FERNFH - Distance-Learning University of Applied Sciences, Wiener Neustadt, Austria. <sup>3</sup>Goethe University Frankfurt am Main, Frankfurt am Main, Germany. <sup>4</sup>Independent, Pennsylvania, USA. <sup>5</sup>Katholieke Universiteit Leuven, Leuven, Belgium
- S17 Autonomy's Hidden Price: Differential Effects of Cognitive Demands of Flexible Work on Exhaustion and Learning  
Bettina Kubicek  
 University of Graz, Graz, Austria
- S18 Too Good to Be True? A Meta-Analytical Investigation of the Relationship Between Workplace Autonomy and Employee Health  
Tim Vahle-Hinz, Nils-Levin Sigmund, Robert Miller  
 Psychologische Hochschule Berlin, Berlin, Germany
- S19 Reconciling Autonomy and Strain: Self-Control Demands as a Mechanism Linking Flexible Work to Employee Well-Being  
Edo Meyer, Jana Kühnel, Christian Korunka  
 University of Vienna, Vienna, Austria
- S20 The Paradoxical Effects of Unlimited Paid Leave: A Multi-Source Cluster-Randomized Controlled Trial  
Christine Syrek<sup>1</sup>, Jana Kühnel<sup>2</sup>, Tim Vahle-Hinz<sup>3</sup>, Jessica de Bloom<sup>4</sup>  
<sup>1</sup>University of Applied Sciences Bonn-Rhein-Sieg, Rheinbach, Germany. <sup>2</sup>Goethe-University Frankfurt, Frankfurt, Germany. <sup>3</sup>Psychologische Hochschule Berlin, Berlin, Germany. <sup>4</sup>University of Groningen, Groningen, Netherlands

## Symposium: From Fragmentation to Prevention: Multi-level Approaches to Reducing Workplace Aggression

11:45 - 13:00 Room F3005 Chair Roberta Fida

- S21 Bridging Policy and Practice: A Multi-Actor Framework for Preventing Workplace Aggression  
*Roberta Fida*<sup>1</sup>, *Claudio Barbaranelli*<sup>2</sup>, *Monica Ghelli*<sup>3</sup>, *Matteo Ronchetti*<sup>3</sup>  
<sup>1</sup>Aston Business School, Birmingham, United Kingdom. <sup>2</sup>Sapienza University, Rome, Italy. <sup>3</sup>Inail, Rome, Italy
- S22 Looking over the Fence: How Workplace Resources Trickle Down Across Organizational Levels to Prevent Mistreatment at Work  
*Charlotte Franckx*<sup>1</sup>, *Elfi Baillien*<sup>1</sup>, *Guy Notelaers*<sup>2</sup>  
<sup>1</sup>KU Leuven, Brussels, Belgium. <sup>2</sup>University of Bergen, Bergen, Norway
- S23 Evidence From the Field: A Mixed Methods Evaluation of Body-Worn Cameras and Incidents of Mistreatment Against Traffic Enforcement Officers  
*Sheena Johnson*, *Kara Ng*, *Lynn Holdsworth*  
*Alliance Manchester Business School, Manchester, United Kingdom*
- S24 Why Reporting Fails: A Review and Barrier Model of Organizational Responses to Sexual Harassment Claims  
*Ivana Vranjes*  
*Tilburg University, Tilburg, Netherlands*
- S25 Bystander Intervention in the Workplace: The Influence of Psychological Distance and Power in Sexual Harassment  
*Johanne Søfeldt*, *Simon McCabe*  
*Aston University, Birmingham, United Kingdom*

## Symposium: Educational Staff Well-being: Insights from the Finnish Principals and Teacher Barometers

11:45 - 13:00 Studium 1 (F3020) Chairs Leon De Beer, Katja Upadyaya

- S26 School Principals' Job Burnout and Job Satisfaction in Finland: The Impact of Work-Family Conflict, Role Conflict, Sense of Community, and Gender  
*Yirou Fang*, *Junlin Yu*, *Hiroyuki Toyama*, *Katariina Salmela-Aro*  
*University of Helsinki, Helsinki, Finland*
- S27 School Principals' Well-Being Amid Unfulfilled Professional Goals: Promoting Sustainable Working Conditions  
*Kelly Ferber*, *Katja Upadyaya*  
*University of Helsinki, Helsinki, Finland*

- S28 Job Crafting and the Daily Trajectory of Heart Rate Variability Across Workdays Among Finnish School Principals  
Hiroyuki Toyama, Lauri Hietajärvi, Visajaani Salonen, Sanna-Mari Muta, Olli-Pekka Heinimäki, Katja Upadyaya, Katarina Salmela-Aro, Minna Huotilainen  
University of Helsinki, Helsinki, Finland
- S29 Area Socioeconomic Context and Educators' Job Demands, Resources, and Occupational Well-being  
Jukka Mäkinen, Katja Upadyaya, Lauri Hietajärvi, Olli-Pekka Heinimäki  
University of Helsinki, Helsinki, Finland
- S30 Factors Promoting Occupational Well-being: Teachers' and Principals' Views  
Olli-Pekka Heinimäki, Lauri Hietajärvi, Katja Upadyaya, Mailis Elomaa, Hiroyuki Toyama, Kelly Ferber, Sanna-Mari Muta, Minna Huotilainen  
University of Helsinki, Helsinki, Finland

## Symposium: Navigating Moral Distress: Cross-national and Cross-professional Approaches to Assessment and Action

11:45 - 13:00 Room F3010 Chair Amy S. He

- S31 Validating the Measure of Moral Distress for U.S. Child Welfare (MMD-CW): An Exploratory and Confirmatory Factor Analysis  
Amy S. He<sup>1,2</sup>, Jangmin Kim<sup>3</sup>  
<sup>1</sup>University of Denver, Denver, USA. <sup>2</sup>Butler Institute, Denver, USA. <sup>3</sup>University of Buffalo, Buffalo, USA
- S32 Quantitative Measurements of Moral Distress in the Swedish Maternal and Neonatal Healthcare – Validation and Development of a Criterion-Based Index  
Magnus Akerstrom<sup>1,2</sup>, Karolina Linden<sup>2</sup>, Emina Hadžibajramović<sup>1,2</sup>  
<sup>1</sup>Institute of Stress Medicine, Region Västra Götaland, Gothenburg, Sweden.  
<sup>2</sup>University of Gothenburg, Gothenburg, Sweden
- S33 Coping with Moral Distress in Primary Care Medicine: How Doctors Use Moral Boundary Management Approaches  
James Greenslade-Yeats<sup>1</sup>, Tago Mharapara<sup>1</sup>, Emma Brulin<sup>2</sup>, Åsa Tjulin<sup>3</sup>, Bodil Landstad<sup>3</sup>, Lydia Easter<sup>1</sup>  
<sup>1</sup>Auckland University of Technology, Auckland, New Zealand. <sup>2</sup>Karolinska Institutet, Stockholm, Sweden. <sup>3</sup>Mid Sweden University, Östersund, Sweden
- S34 Understanding Moral Distress in Birth Unit Settings Through a Deductive Content Analysis Based on the Theory of Collective Capacity for Emotionally Charged Work  
Patricia Ernst<sup>1</sup>, Magnus Akerstrom<sup>1,2</sup>, Sofie Østergaard Jaspers<sup>3</sup>, Sara Wienke Christiansen<sup>3</sup>, Emma Dybdal Andersen<sup>3</sup>, Marta Roczniowska<sup>4,5</sup>, Karolina Linden<sup>1</sup>  
<sup>1</sup>University of Gothenburg, Gothenburg, Sweden. <sup>2</sup>Institute of Stress Medicine, Gothenburg, Sweden. <sup>3</sup>The National Research Centre for the Working Environment, Copenhagen, Denmark. <sup>4</sup>Karolinska Institutet, Stockholm, Sweden. <sup>5</sup>SWPS University, Sopot, Poland
- S35 Building Courageous Systems: Identifying and Repairing the Occupational Harms of Moral Distress in Allied Health Workers  
Sophia Fantus<sup>1</sup>, Rebecca Cole<sup>2</sup>  
<sup>1</sup>University of Texas, Arlington, USA. <sup>2</sup>University of Texas, Brownsville, USA

## Oral Session: Equality, Diversity and Inclusion I

11:45 - 13:00 Room U4075 Chair Josephine Engels

- O18 Caravans of Conditional Resources as Predictors of Personal Resources: A COR Theory Perspective on Disabled and/or Neurodivergent Remote Workers  
Maria Charalampous<sup>1</sup>, Christine Grant<sup>2</sup>, Carlo Tramontano<sup>2</sup>, Emma Russel<sup>3</sup>  
<sup>1</sup>Nicosia, Nicosia, Cyprus. <sup>2</sup>Coventry University, Coventry, United Kingdom. <sup>3</sup>University of Sussex, Brighton, United Kingdom
- O19 Shared Responsibility in Work Participation: The Role of Executives and HR/OH Professionals in the Dutch Government  
Josephine Engels<sup>1</sup>, Antje Orgassa<sup>1</sup>, Nathan Hutting<sup>1</sup>, Mechteld Lengkeek<sup>1</sup>, Evert van Waegeningh<sup>2</sup>  
<sup>1</sup>Research group Occupation & Health, HAN University of Applied Sciences, PO BOX 6960, 6503GL Nijmegen, Netherlands. <sup>2</sup>Dutch Emission Authority, PO Box 91503, 2509EC The Hague, Netherlands
- O20 Helping Employees With ADHD to Thrive: How Organizations Can Build a Neuroinclusive Workplace  
Michaela Scanlon, Jane O'Reilly, Nicole Noseworthy  
University of Ottawa, Ottawa, Canada
- O21 Enactive Approaches to Neurodiversity: Insights from Autism Care for Sustainable Mental Health at Work  
Antje Orgassa<sup>1</sup>, Niels van Huizen<sup>1</sup>, Jan-Pieter Teunisse<sup>1,2</sup>, Wouter Staal<sup>3,4</sup>, Derek Srijbos<sup>5,6</sup>  
<sup>1</sup>HAN University of Applied Sciences, Nijmegen, Netherlands. <sup>2</sup>Dr. Leo Kannerhuis Centre for Autism, Nijmegen, Netherlands. <sup>3</sup>Radboud University Medical Centre, Nijmegen, Netherlands. <sup>4</sup>Karakter Child and Adolescent Psychiatry, Nijmegen, Netherlands. <sup>5</sup>Radboud University, Nijmegen, Netherlands. <sup>6</sup>Dimence Group Mental Health Centre, Deventer, Netherlands
- O22 Emotional Labour and Work Ability in an Ageing Workforce: New Insights from Two Repeated-Measures Studies  
Irmgard Mausz<sup>1</sup>, Daniel Thiemann<sup>2</sup>  
<sup>1</sup>ISM International School of Management, Munich, Germany. <sup>2</sup>TH Köln, Köln, Germany

## Lunch

13:00 - 14:30 University of Helsinki Agora Hall

## Poster Session: Employee Motivation and Performance

13:00 - 14:30 University of Helsinki Agora Hall Chair EAOHP Executive Committee

- P1 When Gossip Strikes: The Protective Role of Job Crafting in Empowerment and Performance  
Alma Rodríguez-Sánchez<sup>1</sup>, Andrés Salas-Vallina<sup>2</sup>, Jari Hakanen<sup>3</sup>  
<sup>1</sup>Universitat Jaume, Castellón, Spain. <sup>2</sup>Universitat de Valencia, Valencia, Spain. <sup>3</sup>Finnish Institute of Occupational Health, Helsinki, Finland

- P2 Healthcare Workers' Occupational Health Profiles and Their Impact on Residents' Health in Nursing Homes: A Mixed-Effects Analysis  
*Amélie Bouche<sup>1,2</sup>, Jacques Jaussaud<sup>3</sup>, Hélène Amieva<sup>1</sup>, Nicole Rasclé<sup>1</sup>*  
<sup>1</sup>UM1219 - Bordeaux Population Health Research Center, Bordeaux, France. <sup>2</sup>UR4638- LPPL Laboratoire de Psychologie des Pays de la Loire, Nantes, France. <sup>3</sup>UMR 6031 - TREE Team - Energy and Environmental Transitions, Pau, France
- P3 How Leader Ego Depletion Affects Subordinates' Creativity in Public Services  
*Filipe Coelho, Avilton Meneses Jr., Isabel Dimas, Teresa Rebelo*  
*Universidade de Coimbra, Coimbra, Portugal*
- P4 Workplace Aesthetic Qualities as a Job Resource: Measurement and Initial Validation of the Construct  
*Ilektra Samara<sup>1</sup>, Despoina Xanthopoulou<sup>2</sup>, Ioannis Tsaousis<sup>3</sup>, Katerina Georganta<sup>4</sup>*  
<sup>1</sup>Aristotle University of Thessaloniki, Thessaloniki, Greece. <sup>2</sup>School of Psychology, Aristotle University of Thessaloniki, Thessaloniki, Greece. <sup>3</sup>National and Kapodistrian University of Athens, Athens, Greece. <sup>4</sup>University of Ioannina, Ioannina, Greece
- P5 Linking Daily Job Crafting Profiles With Energy Regulation: A Multilevel Latent Profile Analysis Among Hybrid Workers  
*Katharina Sophie Apenbrink*  
*Heinrich Heine University Düsseldorf, Düsseldorf, Germany*
- P6 The Association Between Employment Uncertainty and Sickness Absence due to Mood, Anxiety and Stress-Related Disorders and the Impact of Familial Factors, Personality and Workplace Social Support  
*Maria Wijkander<sup>1,2</sup>, Pia Svedberg<sup>2</sup>, Jurgita Narusyte<sup>2</sup>, Iman Alaie<sup>2,3</sup>, Petra Lindfors<sup>1</sup>, Sandra Blomqvist<sup>1</sup>, Linda L Magnusson Hanson<sup>1,2</sup>*  
<sup>1</sup>Stockholm University, Stockholm, Sweden. <sup>2</sup>Karolinska Institutet, Stockholm, Sweden. <sup>3</sup>Uppsala University, Uppsala, Sweden
- P7 What Is the Importance of Context-Specific Factors for Turnover in Health Care Occupations  
*Constanze Leineweber<sup>1</sup>, Hugo Westerlund<sup>1</sup>, Linda Corin<sup>2</sup>, Tuija Muhonen<sup>3</sup>, Hanne Berthelsen<sup>3</sup>*  
<sup>1</sup>Stockholm University, Stockholm, Sweden. <sup>2</sup>Institute of Stress Medicine, Region Västra Götaland, Gothenburg, Sweden. <sup>3</sup>Malmö University, Malmö, Sweden
- P8 Illness, Identity, and Attendance: A Qualitative Study of Presenteeism Among Blue-Collar Workers in SMEs  
*Ann Sophie Lauterbach<sup>1</sup>, Theresa Schmidt<sup>2,3</sup>*  
<sup>1</sup>Technical University Dresden, Dresden, Germany. <sup>2</sup>Universität Osnabrück, Osnabrück, Germany. <sup>3</sup>Fachhochschule Münster, Münster, Germany
- P9 Exploring Behavioural Determinants of Infectious Illness Presenteeism In UK Employees Post-COVID-19: A Qualitative Study Using The COM-B Model And Theoretical Domains Framework.  
*Danielle Huisman<sup>1</sup>, Eleanor Wyke<sup>1</sup>, Andrew Prestwich<sup>2</sup>, Tina Kowalski<sup>3</sup>, Jane Suter<sup>3</sup>, Richard Amlot<sup>4</sup>, Andrew Lee<sup>1</sup>, Rebecca Webster<sup>1</sup>*  
<sup>1</sup>University of Sheffield, Sheffield, United Kingdom. <sup>2</sup>University of Leeds, Leeds, United Kingdom. <sup>3</sup>University of York, York, United Kingdom. <sup>4</sup>UK Health Security Agency, London, United Kingdom

- P10 Looking Into Day-to-Day Work Engagement Dynamics: The Role of Daily Off-Job Recovery and Affective States  
Monika Ficjan<sup>1,2</sup>, Katja Kerman<sup>2</sup>, Sara Tement<sup>2</sup>  
<sup>1</sup>*Intera družba za informacijsko tehnologijo d.o.o., Ptuj, Slovenia.* <sup>2</sup>*University of Maribor, Maribor, Slovenia*

## Poster Session: Interpersonal Relationships

**13:00 - 14:30 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P11 Is it Bad Enough for You? Differences in Perception of Particular Bullying Activities and the Role of Organizational Climate  
Marta Torzewska, Kinga Skotnicka, Kaja Stasińska, Marta Wolak, Joanna Wiatrowska, Oliwia Sykulska, Małgorzata Gamian - Wilk  
*SWPS University, Wrocław, Poland*
- P12 Mindfulness and Psychological Safety at Work: An Intra- and Interpersonal Perspective  
Robbe Verresen, Katrien Vangrieken  
*KU Leuven, Leuven, Belgium*
- P13 Competition Within the Team and Moderating Effects of Leadership and Agile Working Environment  
Anita Bregenzer, Dieter Lang, Angelika Penzinger, Romana Wiedner, Paulino Jiménez  
*University of Graz, Graz, Austria*
- P14 Barriers and Facilitators of Return-to-Work after Sick Leave due to Common Mental Disorders among Swedish Personal Assistants: A Qualitative Interview Study  
Frida Söderström, Lydia Kwak, Anna Toropova, Lisa Holmlund, Helena Tinnerholm Ljungberg  
*Karolinska Institutet, Stockholm, Sweden*

## Poster Session: Workplace Health Promotion

**13:00 - 14:30 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P15 Healthcare Workers Perceived Health, Working Conditions, and Safety Climate: A Multicentre Cross-Sectional Study in Healthcare Workplaces  
Charlotte Wåhlin<sup>1,2,3</sup>, Jan Sandqvist<sup>4</sup>, Paul Enthoven<sup>1</sup>, Nadine Karlsson<sup>1</sup>, Emma Nilsing Strid<sup>5</sup>  
<sup>1</sup>*Linköping University, Linköping, Sweden.* <sup>2</sup>*Clinical Department of Occupational and Environmental Medicine, Linköping, Sweden.* <sup>3</sup>*Karolinska Institutet, Stockholm, Sweden.* <sup>4</sup>*Linköping University, Norrköping, Sweden.* <sup>5</sup>*Örebro University, Örebro, Sweden*
- P16 Recovery From Work and Physical Activity Among Finnish Higher Education Personnel – An Online Survey Study  
Sari Soutukorva<sup>1,2</sup>, Outi Kähkönen<sup>2</sup>, Ari Voutilainen<sup>2</sup>, Sara Suikkanen<sup>1</sup>, Terhi Saaranen<sup>2</sup>  
<sup>1</sup>*LAB University of Applied Sciences, Lappeenranta, Finland.* <sup>2</sup>*University of Eastern Finland, Kuopio, Finland*

- P17 Implementing Workplace Mental Health Policy: Occupational Health Psychology Interventions to Reduce Psychosomatic Symptoms, Absenteeism, and Strengthen Employee Well-being  
*Selçuk Şen<sup>1</sup>, Fiona Green<sup>2</sup>*  
*<sup>1</sup>Istanbul Airport, Istanbul, Turkey. <sup>2</sup>University of Sydney, Sydney, Australia*
- P18 Developing a Maturity Model for the Psychosocial Work Environment (MATURITY): Building Organizational Capabilities for Healthy and Productive Work  
*Christine Ipsen<sup>1</sup>, Maria Karanika-Murray<sup>2</sup>, Zara Whysal<sup>3</sup>, Kasper Edwards<sup>1</sup>*  
*<sup>1</sup>Technical University of Denmark, Ballerup, Denmark. <sup>2</sup>University of Leicester, Leicester, United Kingdom. <sup>3</sup>Nottingham Trent University, Nottingham, United Kingdom*
- P19 Determinants of Decent Work and Health: The Role of Early-Life Adversity and Disadvantage  
*Baylor Graham*  
*Pennsylvania State University, University Park, USA*
- P20 What Predicts Adherence To Workplace Exercise In the Eldercare Setting? Findings from the Review Project  
*Ander Espin<sup>1</sup>, Ana Rodriguez-Larrad<sup>1</sup>, Aida Ruiz-Fernández<sup>1</sup>, Andrea Martín-Pérez<sup>1</sup>, Ismene Arrinda<sup>2</sup>, Idoia Galbarriatu-Etxebarria<sup>3</sup>, Jon Irazusta<sup>1</sup>*  
*<sup>1</sup>University of the Basque Country (UPV/EHU), Leioa, Spain. <sup>2</sup>IMQ Igorco Residencias Sociosanitarias, Bilbao, Spain. <sup>3</sup>Fundación Aspaldiko, Portugalete, Spain*
- P21 Applying the Total Worker Health Approach in Finland  
*Anjali Rameshbabu<sup>1</sup>, Anne Mäkikangas<sup>2</sup>*  
*<sup>1</sup>Oregon Health & Science University, Portland, USA. <sup>2</sup>Tampere University, Tampere, Finland*
- P22 Feedback as a Tool for Enhancing Employee Well-Being and Job Satisfaction in High-Pressure Work Environments: A Case Study of the Asylum Service  
*Maria Michailidis<sup>1</sup>, Panayiota Vasileiou<sup>2</sup>*  
*<sup>1</sup>University of Nicosia, Nicosia, Cyprus. <sup>2</sup>Mediterranean Institute of Management, Nicosia, Cyprus*

## Poster Session: Antecedents of Stress and Well-being

**13:00 - 14:30 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P23 The Role of Job Demands for Teenagers Compared to Adults  
*Keaton Fletcher*  
*Colorado State University, Fort Collins, USA*
- P24 When Health Needs Meet Work Norms: Factors Predicting Menopause Disclosure at Work  
*Alysia Furbish, Barbara Fritzsche, Karen Mottarella*  
*University of Central Florida, Orlando, USA*
- P25 Longevity's Footprint: Mapping Intergenerational Relationships  
*Amélia-Rita Monteiro, Céline Abecassis-Moedas*  
*Católica-Lisbon School of Business and Economics, Lisbon, Portugal*

- P26 Values and Motivation of (non)Bridge workers  
*Lisette van der Linden<sup>1</sup>, Annet de Lange<sup>2</sup>, Lilian Jans-Beken<sup>2</sup>*  
<sup>1</sup>Open Universiteit, Rotterdam, Netherlands. <sup>2</sup>Open Universiteit, Heerlen, Netherlands
- P27 Do Shifts in Age-Friendliness Matter? Linking Changes in Perceived Age-Relevant Organizational Practices to Healthcare Employees' Well-being  
*Mattea Wehage<sup>1</sup>, Julia Finse<sup>1</sup>, Laura Venz<sup>1</sup>, Anne Wöhrmann<sup>1,2</sup>, Jürgen Deller<sup>1</sup>*  
<sup>1</sup>Leuphana University Lüneburg, Lüneburg, Germany. <sup>2</sup>Bundesanstalt für Arbeitsschutz und Arbeitsmedizin (BAuA), Berlin, Germany
- P28 A Job Demands–Resources Perspective on Cardiac Vagal Tone: Examining Job Demands–Resources Profiles and Heart Rate Variability  
*Piia Seppälä<sup>1</sup>, Asko Tolvanen<sup>2</sup>, Maria Sihvola<sup>1</sup>, Hanna Jantunen<sup>1</sup>, Kati Karhula<sup>1</sup>*  
<sup>1</sup>Finnish Institute of Occupational Health, Helsinki, Finland. <sup>2</sup>University of Jyväskylä, Jyväskylä, Finland
- P29 Perfectionism, Work Demand Appraisal, and Well-Being  
*Elinor O'Connor, David Hughes, Sheena Johnson*  
University of Manchester, Manchester, United Kingdom
- P30 The Effects of Using the Camera During Video Meetings on Well-Being and Participation  
*Hadar Nesher Shoshan, Helene Cloos*  
JGU Mainz, Mainz, Germany
- P31 Trajectories of Afterwork Alcohol Use among Employees: An Examination of their Nature, Predictors, and Outcomes  
*Jérémy J.C. Thomas<sup>1</sup>, Alexandre J.S. Morin<sup>2,3</sup>, Céline Diaz<sup>4,1</sup>, Fabien Gierski<sup>1,5</sup>, Stéphanie Austin<sup>6</sup>, Coralie Barbe<sup>1</sup>, Nicolas Gillet<sup>4,7</sup>, Tiphaine Huyghebaert-Zouaghi<sup>1</sup>*  
<sup>1</sup>Université de Reims Champagne-Ardenne, Reims, France. <sup>2</sup>Concordia University, Montréal, Canada. <sup>3</sup>North-West University, Vanderbijlpark, South Africa. <sup>4</sup>Université de Tours, Tours, France. <sup>5</sup>Université de Picardie Jules-Verne, Amiens, France. <sup>6</sup>Université du Québec à Trois-Rivières, Trois-Rivières, Canada. <sup>7</sup>Institut Universitaire de France, Paris, France
- P32 A Dynamic Perspective on Employee Affective Reactivity to Positive and Negative Work Events: A Week-Level Study  
*Selina Langner, Oliver Weigelt, Antje Schmitt, Susanne Scheibe*  
University of Groningen, Groningen, Netherlands
- P33 Understanding Well-Being, Hindrance Factors and Needs of Healthcare Professionals During Critical Incidents: Implications for Workforce Sustainability.  
*Marieke Oosterhuis<sup>1,2</sup>, Lilian Vloet<sup>1,2</sup>, Sarah Detaille<sup>1</sup>, Hester Vermeulen<sup>2</sup>, Sivera Berben<sup>1,2</sup>*  
<sup>1</sup>University of Applied Sciences Arnhem and Nijmegen, Nijmegen, Netherlands. <sup>2</sup>Radboud University Medical Center, Nijmegen, Netherlands
- P34 How Does Well-Being Change After Graduation? The Role of Career Decidedness, Career Engagement, and Job Expectancy Match  
*Katoo Elskens, Ilke Grosemans, Nele De Cuyper*  
KU Leuven, Leuven, Belgium

- P35 Building Mental-Health Resilience in Law: How Work Conditions and Gender Shape the Development of Transversal Competencies  
Carla Mineau Siebert, Nathalie Cadieux  
*Université de Sherbrooke, Sherbrooke, Canada*
- P36 Red Flags at Work: A Scoping Review Protocol on Determinants and Risk Factors of Psychosocial Unsafety in Organizations  
Charlotte Edelmann, Martine Coun, Dave Stynen  
*Open University, Heerlen, Netherlands*
- P37 Validation of the Work-Related Criticalities Questionnaire: a Multidimensional Tool for Assessing Workplace Adversities  
Stefano Livellara<sup>1</sup>, Giovanna Castellini<sup>1</sup>, Anna Comotti<sup>1</sup>, Matteo Bonzini<sup>1,2</sup>  
<sup>1</sup>*Fondazione IRCCS Ca' Granda Ospedale Maggiore Policlinico, Milan, Italy.*  
<sup>2</sup>*University of Milan, Milan, Italy*
- P38 Nurses' Perceptions of the Factors that May Influence their Participation in a Psychosocial Risk Management in Quebec: A Feasibility Study  
Samantha Vila<sup>1</sup>, Laurent Corthesy-Blondin<sup>1</sup>, Alessia Negrini<sup>1</sup>, Christine Genest<sup>2</sup>  
<sup>1</sup>*IRSSST, Montreal, Canada.* <sup>2</sup>*Université de Montreal, Montreal, Canada*
- P39 Latent Profile Analysis of Humor Styles: Beneficial Humor Profiles for Resilience and Mental Health  
Roman Soucek<sup>1</sup>, Tabea Scheel<sup>2</sup>  
<sup>1</sup>*MSH Medical School Hamburg, Hamburg, Germany.* <sup>2</sup>*Europa-Universität Flensburg, Flensburg, Germany*

## Poster Session: Burnout

**13:00 - 14:30 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P40 Understanding Teacher Burnout: The Role of Job Demands, Job Resources, Perceived Work Ability, and Work-Life Balance  
Petr Hlado, Klara Harvankova  
*Masaryk University, Brno, Czech Republic*
- P41 Hindrances to Challenges: How Burnout Links Quantitative, Emotional, and Cognitive Demands to Turnover Intention  
Felix Alexandre Proulx<sup>1</sup>, Mélanie Pigeon<sup>1</sup>, Camille Poliquin<sup>2</sup>  
<sup>1</sup>*Université du Québec à Chicoutimi, Saguenay, Canada.* <sup>2</sup>*Université de Montréal, Montreal, Canada*
- P42 Key Antecedents of Burnout Among Nurses: Relative Weight Analysis  
Jurgita Lazauskaite-Zabielske, Arūnas Žiedelis, Jelena Stanislavovienė, Rita Urbanavičė, Natalija Istomina  
*Vilnius University, Vilnius, Lithuania*
- P43 Burnout is not Baked in: Short Versions of the Burnout Assessment Tool (BAT) for Capturing Dynamics in Burnout  
Paul Stasch, Lisa Peuckmann, Paula Lambert, Saskia Kirchner, Dorota Reis  
*Saarland University, Saarbrücken, Germany*

- P44 Examination of Decent and Meaningful Work Profiles: Associations with Burnout and Turnover Intention  
*Clément Chassaing-Monjou, Guillaume R. M. Déprez*  
*Laboratoire de Psychology, UR4139, université de Bordeaux, Bordeaux, France*
- P45 Adapting the Digital Burnout Scale for the Portuguese Context: Towards Culturally Sensitive Assessment of Digital Strain  
*Ricardo Peixoto<sup>1,2</sup>, Viviana Pinto<sup>1,2</sup>, Ângela Leite<sup>1,2</sup>, Anabela Rodrigues<sup>1,2</sup>*  
*<sup>1</sup>Portuguese Catholic University, Braga, Portugal. <sup>2</sup>Centre for Philosophical and Humanistic Studies, Braga, Portugal*

## Poster Session: Future of Work and Implications for Health, Safety and Well-being

**13:00 - 14:30 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P46 Examining the Effectiveness of VR Cognitive-Based Mindfulness Training on Cognition, Job Stress, and Job Performance  
*Anna Papantoni, Andria Shimi*  
*University of Cyprus, Nicosia, Cyprus*
- P47 Promoting Worker Well-Being by Designing-In the Right Physical Environmental Features  
*Cristina Banks<sup>1</sup>, L. Alan Witt<sup>2</sup>*  
*<sup>1</sup>University of California, Berkeley, USA. <sup>2</sup>University of Houston, Houston, USA*
- P48 Exploring Inequalities in Worker Health and Well-being Under Future-of-Work Policies: Developing a Dynamic Framework for Agent-Based Modelling  
*Laura Oostenbach<sup>1</sup>, Leandro Garcia<sup>2</sup>, Lukar Thornton<sup>1</sup>*  
*<sup>1</sup>University of Antwerp, Antwerp, Belgium. <sup>2</sup>Queen's University Belfast, Belfast, United Kingdom*
- P49 Exploring the Impact of Remote Working on LGBTQ+ Psychological Well-being at Work  
*Grace Jackson<sup>1</sup>, Brendan J. Dunlop<sup>1</sup>, Lynne Hamilton<sup>2</sup>, Sheena Johnson<sup>1</sup>*  
*<sup>1</sup>University of Manchester, Manchester, United Kingdom. <sup>2</sup>Mott MacDonald, Manchester, United Kingdom*
- P50 Information Overload Due to Digital Media in the Workplace – Development of an Action Guide for Companies  
*Gisa Junghanns, Anika Schulz-Dadaczynski*  
*Federal Institute for Occupational Safety and Health, Berlin, Germany*
- P51 How Healthcare Professionals Engage with the Ethical Dimensions of Artificial Intelligence in Clinical Practice  
*Victor Vadmand Jensen<sup>1,2</sup>, Marianne Johansson Jørgensen<sup>3</sup>, Rikke Hagensby Jensen<sup>1</sup>, Jeppe Lange<sup>1,3</sup>, Jan Wolff<sup>4,5</sup>, Mette Terp Høybye<sup>1,2</sup>*  
*<sup>1</sup>Aarhus University, Aarhus, Denmark. <sup>2</sup>University Clinic for Interdisciplinary Orthopaedic Pathways, Regional Hospital Silkeborg, Silkeborg, Denmark. <sup>3</sup>Regional Hospital Horsens, Horsens, Denmark. <sup>4</sup>Schleswig-Holstein University Hospital, Lübeck, Germany. <sup>5</sup>Fraunhofer IMTE, Lübeck, Germany*

- P52 Can AI Help Decode Psychosocial Patterns in Offshore Safety Authority Audit Reports?  
Gro Ellen Mathisen<sup>1</sup>, Carina Antonia Hallin<sup>2,1</sup>, Linn Iren Vestly Bergh<sup>3</sup>  
<sup>1</sup>University of Stavanger, Stavanger, Norway. <sup>2</sup>IT University of Copenhagen, Copenhagen, Denmark. <sup>3</sup>Norwegian Ocean Industry Authority, Stavanger, Norway
- P53 Same Tools, Different Experiences: Understanding Employee User Typologies of Digital (Dis)Connection  
Lore Geldof<sup>1,2</sup>, Elfi Baillien<sup>1</sup>, Ann DeSmet<sup>2,3</sup>, Alice Verlinden<sup>1</sup>  
<sup>1</sup>KU Leuven, Brussels, Belgium. <sup>2</sup>UAntwerpen, Antwerp, Belgium. <sup>3</sup>Université Libre de Bruxelles, Brussels, Belgium

## Poster Session: Mental Health and the Workplace

**13:00 - 14:30 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P54 Occupational Anxiety in the Swedish Workforce: Behavioural and Cognitive-Affective Correlates  
Sebastian Isaksson<sup>1</sup>, Leon T. De Beer<sup>1,2,3</sup>, Renzo Bianchi<sup>1,2</sup>  
<sup>1</sup>Norwegian University of Science and Technology, Trondheim, Norway. <sup>2</sup>North-West University, Potchefstroom, South Africa. <sup>3</sup>Karolinska Institutet, Stockholm, Sweden
- P55 Patterns of Physical (In)Activity at Work and Mental Health in Germany – A Latent Class Analysis in a Representative Sample of Employees  
Ruth Schäfers<sup>1</sup>, Anne Marit Wöhrmann<sup>1,2</sup>, Dominik Röding<sup>3</sup>, Ulla Walter<sup>3</sup>  
<sup>1</sup>Federal Institute for Occupational Safety and Health, Berlin, Germany. <sup>2</sup>Leuphana University Lüneburg, Lüneburg, Germany. <sup>3</sup>Hannover Medical School, Hannover, Germany
- P56 Mental Health and the Role of Workplace Bullying – Results from a German Representative Sample of Dependently Employed Adults  
Franziska Welzel<sup>1</sup>, Antonia Buß<sup>1</sup>, Franziska Jung<sup>1</sup>, Alexander Pabst<sup>1</sup>, Hermann Burr<sup>2</sup>, Uwe Rose<sup>2</sup>, Andreas Seidler<sup>3</sup>, Steffi G. Riedel-Heller<sup>1</sup>, Margrit Löbner<sup>1</sup>  
<sup>1</sup>University of Leipzig, Leipzig, Germany. <sup>2</sup>Federal Institute for Occupational Safety and Health, Berlin, Germany. <sup>3</sup>TU Dresden, Dresden, Germany
- P57 Multidisciplinary Teamwork in Education in Québec, Canada : Challenges for Professionals and Effects on Mental Health  
Carol-Anne Gauthier<sup>1,2</sup>, Florence Côté<sup>1,3</sup>  
<sup>1</sup>Université Laval, Québec, Canada. <sup>2</sup>CEGEP Champlain - St. Lawrence, Québec, Canada. <sup>3</sup>Méridic Collégial Privé, Québec, Canada
- P58 Predictors of Mental Well-Being in White-Collar Workers: The Contributions of Workaholism and Burnout  
Junyi Meng, Lidia Suárez, Chad C. E. Yip, Nigel V. Marsh  
James Cook University, Singapore, Singapore
- P59 Problematizing the Psychological Antecedents of Job Search Behaviours: A Phenomenological Study of Transgender Job Seekers  
Ignacio Duran<sup>1</sup>, Ignasi Martí<sup>2</sup>, Pablo Rodrigo<sup>3</sup>  
<sup>1</sup>Universidad del Desarrollo, Santiago, Chile. <sup>2</sup>ESADE Business School, Univ. Ramon Llull, Barcelona, Spain. <sup>3</sup>Independent Researcher, Punta Arenas, Chile

- P60 Metacognitive Therapy and Work-Focus for Patients with Depression, Anxiety or Comorbid Depression and Anxiety on Sick Leave: a Single-centre, Open-label Randomised Controlled Trial  
Ragne Gjengedal<sup>1</sup>, Marit Gjengedal<sup>2</sup>  
<sup>1</sup>*Diakonhjemmet Sykehus, Oslo, Norway.* <sup>2</sup>*Diakonhjemmet sykehus, Oslo, Norway*
- P61 Leveraging Character Strengths and PERMA Model to Cultivate Employee Well-Being and Performance  
Pooja Garg  
*Indian Institute of Technology, Roorkee, India*
- P62 Psychosocial Working Conditions and Work-Related Strain Among Parents With and Without Mental Health Disorders: A Six-Month Longitudinal Study  
Christina Pranjić, Kathleen Otto  
*Philipps University of Marburg, Marburg, Germany*
- P63 Introducing the Suicide Investigation Process for Public Safety Personnel in Canada  
Laurent Corthésy-Blondin  
*Institut de recherche Robert-Sauvé en santé et en sécurité du travail, Montréal, Canada. Centre for Research and Intervention on Suicide, Ethical Issues and End-of-Life Practices, Montréal, Canada*
- P64 Review of the Literature on Employment Outcomes of Young People Leaving Care  
Daniel Ripa<sup>1</sup>, Mónica López López<sup>2</sup>  
<sup>1</sup>*Universidad Complutense, Madrid, Spain.* <sup>2</sup>*University of Groningen, Groningen, Netherlands*

## Research Forum

13:30 - 14:30

Room F2044 (Auditorium)

Chair Silvia Silva

The EAOHP Research Forum aims to promote high quality research and innovation within the field of Occupational Health Psychology (OHP). Considering the rapid developments in artificial intelligence (AI) and its increasing use, it is timely to foster debate on the use of AI in OHP research, with particular attention to emerging opportunities and associated challenges. This interactive session will introduce examples of current AI tools and pose critical questions regarding appropriate and inappropriate uses. Discussion will address issues such as efficiency and innovation, and the ethical implications of integrating AI into different stages of our research. The primary objective is to stimulate reflection and dialogue that will contribute to shaping a future agenda for the EAOHP Research Forum on this topic. The session will begin with a roundtable, and the discussion will be open to all EAOHP 2026 participants who wish to engage in this important conversation.

## EAOHP General Assembly

13:30 - 14:30 Room F3005

Chair EAOHP Executive Committee

Open to all members to discuss matters of the Academy.

## Symposium: Beyond the Obvious: Nuanced Effects of Work Design, Remote Work, Leadership and Recovery in Shaping Well-being

14:30 - 16:00 Room F2044 (Auditorium)

Chair Caroline Knight

- S36 Can Employees be Both Burnt Out and Thriving at Once? Insights From a Person-Centred Study of Work Design and Well-being  
*Belinda Cham, Lucinda Iles, Eyal Karin, Daniela Andrei, Mark Griffin, Sharon Parker, Karina Jorritsma*  
*Curtin University, Perth, Australia*
- S37 The Good, the Bad, and the Harmful: A Meta-Analysis Exploring Relationships Between Performance Management, Psychosocial Hazards, and Psychological Distress  
*Kirsten Way<sup>1</sup>, Batoul Hodroj<sup>2</sup>, Siena Gillies<sup>1</sup>, Oscar Cooney<sup>1</sup>, Annabelle Neall<sup>3</sup>, Georgia Acutt<sup>1</sup>, Joanna Lee<sup>1</sup>*  
*<sup>1</sup>The University of Queensland, Brisbane, Australia. <sup>2</sup>The University of New South Wales, Sydney, Australia. <sup>3</sup>Flinders University, Adelaide, Australia*
- S38 Organizational Control in Employer-Provided Accommodation and Worker Mental Health  
*Laura Fruhen<sup>1,2</sup>, Jessica Gilbert<sup>3</sup>, Madison Fitzgerald<sup>4</sup>, Sharon Parker<sup>3</sup>*  
*<sup>1</sup>Radboud University, Nijmegen, Netherlands. <sup>2</sup>The University of Western Australia, Perth, Australia. <sup>3</sup>Curtin University, Perth, Australia. <sup>4</sup>The University of Western Australia, Perth, Netherlands*
- S39 Not All Resources Are Created Equal in Telework  
*Jingwei Zhang<sup>1</sup>, Luke Booker<sup>2</sup>, Md Shamirul Islam<sup>3</sup>, Sam Islam<sup>4</sup>, Huy Quoc Bui<sup>5</sup>*  
*<sup>1</sup>Polytechnic Normal University, Fuzhou, China. <sup>2</sup>University of Queensland, Brisbane, Australia. <sup>3</sup>Taylor's University, Subang Jaya, Malaysia. <sup>4</sup>Elon University, North Carolina, USA. <sup>5</sup>University Tunku Abdul Rahman, Selangor, Malaysia*
- S40 Unraveling the Daily Dynamics of Identity Leadership, Shared Mental Models, and Employee Well-being in Remote Teams  
*Niklas Steffens, Alanah Clark*  
*The University of Queensland, Brisbane, Australia*
- S41 Effort in Motion: Using Dynamic Methods to Understand Within-Day Effort and Recovery Processes  
*Stacey Parker<sup>1</sup>, Andrew Neal<sup>1</sup>, Nerina Jimmieson<sup>2</sup>, Niamh Dawson<sup>3</sup>*  
*<sup>1</sup>University of Queensland, Brisbane, Australia. <sup>2</sup>Queensland University of Technology, Brisbane, Australia. <sup>3</sup>University of Sydney, Sydney, Australia*

## Symposium: The Burnout Assessment Tool in Action: Evidence, Adaptations, and Implications

14:30 - 16:00

Room F4050 (Small Hall)

Chair Laurent Corthésy-Blondin

- S42 When Income Protects: Moderating Role of Income in the Reciprocal Relationship between Job Insecurity and Burnout  
Jasmina Tomas<sup>1</sup>, Darja Maslić Seršić<sup>1</sup>, Una Mikac<sup>1</sup>, Hans De Witte<sup>2,3</sup>  
<sup>1</sup>University of Zagreb, Zagreb, Croatia. <sup>2</sup>KU Leuven, Leuven, Belgium. <sup>3</sup>North-West University, Vanderbijlpark, South Africa
- S43 Are Burnout and Depression the Same? Predicting Diagnosed Burnout Versus Depression Based on Well-being Questionnaires and Job Characteristics  
Hans De Witte<sup>1,2</sup>, Wilmar Schaufeli<sup>1,3</sup>, Angelique de Rijk<sup>4</sup>, Robin Kok<sup>5</sup>  
<sup>1</sup>KU Leuven, Leuven, Belgium. <sup>2</sup>North-West University, Vanderbijlpark, South Africa. <sup>3</sup>University Utrecht, Utrecht, Netherlands. <sup>4</sup>Maastricht University, Maastricht, Netherlands. <sup>5</sup>Occupational Health Service, Eindhoven, Netherlands
- S44 Burnout and Occupational Depression in the Job Demands–Performance Relationship: A Comparative Two-Group Mediation Analysis in U.S. Employees and Medical Personnel  
Beata Basińska<sup>1</sup>, Ewa Gruszczyńska<sup>2</sup>  
<sup>1</sup>Gdansk University of Technology, Gdańsk, Poland. <sup>2</sup>SWPS University, Warsaw, Poland
- S45 Assessing Burnout in Japan: A Validation Study of the BAT-12J and Its Antecedents and Consequences  
Keiko Sakakibara<sup>1</sup>, Hiroyuki Toyama<sup>2</sup>, Masahito Tokita<sup>3</sup>, Fuad Hamsyah<sup>4</sup>, Michiko Kawada<sup>5</sup>, Daisuke Miyanaka<sup>3,6</sup>, Akihito Shimazu<sup>3</sup>  
<sup>1</sup>Toyo University, Tokyo, Japan. <sup>2</sup>University of Helsinki, Helsinki, Finland. <sup>3</sup>Keio University, Fujisawa, Japan. <sup>4</sup>Universitas Gadjah Mada, Yogyakarta, Indonesia. <sup>5</sup>Chiba University of Commerce, Chiba, Japan. <sup>6</sup>Better Options, Inc., Tokyo, Japan
- S46 Validating the French Version of the Short Burnout Assessment Tool (BAT-12) Among Quebec Nurses  
Laurent Corthésy-Blondin<sup>1</sup>, Alessia Negrini<sup>1</sup>, Christine Genest<sup>2</sup>, Djamal Berbiche<sup>3</sup>  
<sup>1</sup>Institut de recherche Robert-Sauvé en santé et en sécurité du travail, Montréal, Canada. <sup>2</sup>Université de Montréal, Montréal, Canada. <sup>3</sup>Université de Sherbrooke, Sherbrooke, Canada
- S47 Psychometric Properties of the Czech BAT4 Ultra-Short Measure of Burnout  
Jakub Prochazka  
Masaryk University, Brno, Czech Republic

## Symposium: Precarious (Working) Lives: Embedding Insecure Employment and Well-being in Workers' Careers and Life Circumstances

14:30 - 16:00 Room F3003

Chairs Dana Unger, Katharina Klug

- S48 The Role of Personal and Work Resources in Shaping Job Insecurity After Career Shocks – An Experimental Vignette Study  
Josephine Debus, Lily Kollender, Katharina Klug  
University of Bremen, Bremen, Germany
- S49 Resilient or Vulnerable After the Crisis? On the Role of Posttraumatic Growth in the Relationships Between Past Employment Disruptions, Current Job Insecurity and Well-being  
Katharina Klug, Josephine Debus, Vera Hagemann  
University of Bremen, Bremen, Germany
- S50 The Role of Workplace Learning and Proactive Career Behaviours for Perceived Employability in Temporary Agency Workers  
Franziska Müller, Claudia Bernhard-Oettel, Lena Låstad  
Stockholm University, Stockholm, Sweden
- S51 Conditions that Condition Us: A Qualitative Exploration of How Precarious Work Shapes Habits  
Carolin Lubosch, Bram Fleuren, Ute Hülshager, Wilken Wehrt  
Maastricht University, Maastricht, Netherlands
- S52 The Employment-Health Dilemma: The Development And Validation Of A Questionnaire  
Franziska Kössler<sup>1</sup>, Jenny S. Wesche<sup>2</sup>, Jasper Jansen<sup>1</sup>  
<sup>1</sup>Leuphana Universität Lüneburg, Lüneburg, Germany. <sup>2</sup>FernUniversität Hagen, Hagen, Germany
- S53 Does Employment Affect Depressive Symptoms Following Pregnancy Loss? Results From a Longitudinal Study  
Nina M. Junker<sup>1</sup>, Ayşe Gül Efe<sup>2</sup>, Dana Unger<sup>3</sup>  
<sup>1</sup>University of Oslo, Oslo, Norway. <sup>2</sup>University of Amsterdam, Amsterdam, Netherlands. <sup>3</sup>UiT The Arctic University of Norway, Tromsø, Norway

## Oral Session: Evidence, Policy and Practice Translation I

14:30 - 16:00 Room U3032

Chair Miguel Muñoz-Harrison

- O23 Beyond Campaigns: ISO 45003 as an Organizational Intervention for Psychosocial Risk  
Elizabeth Ayua  
Aberdeen's Robert Gordon University, Aberdeen, United Kingdom
- O24 Towards a Healthy and Sustainable Practice of Law in Canada: Policy and Practice Changes Driven by a National Research Partnership Mobilizing Key Stakeholders in the Canadian Legal Community  
Nathalie Cadieux  
Université de Sherbrooke, Sherbrooke, Canada

- O25 Evolution of Psychosocial Hazards and Mental Health Indicators in the Chilean Working Population Between 2017 and 2022  
*Miguel Munoz<sup>1,2</sup>, Viviana Rodríguez<sup>2</sup>, Aditya Jain<sup>3</sup>, Luis Torres<sup>3</sup>, Stavroula Leka<sup>1</sup>*  
<sup>1</sup>Lancaster University, Lancaster, United Kingdom. <sup>2</sup>Universidad de Valparaíso, Valparaíso, Chile. <sup>3</sup>Nottingham University Business School, Nottingham, United Kingdom
- O26 Development and Implementation of a Psychosocial Risk Detection Kit to Support Labour Inspection Practices in Switzerland  
*Anne-Sophie Brandt-Dit-Grieurin*  
State Secretariat for Economic Affairs (SECO), Bern, Switzerland
- O27 Advances in Regulating Algorithmic Management: European and Global Perspectives  
*Michael Ertel<sup>1</sup>, Andreas Müller<sup>2</sup>, Harald Gündel<sup>3</sup>*  
<sup>1</sup>Federal Institute for Occupational Safety and Health, Berlin, Germany. <sup>2</sup>University of Duisburg-Essen, Essen, Germany. <sup>3</sup>Ulm University, Ulm, Germany
- O28 Psychosocial Risk Management (PSRM) from Theory to Practice: A Case Study in a Global Humanitarian Organization  
*Dubravka Suzic*  
UNHCR, Geneva, Switzerland

## Oral Session: Intervention Evaluation

14:30 - 16:00

Room F3017

Chair Jonathan Severin

- O29 Strengthening Team Resilience: A Longitudinal Evaluation of a Multi-Component Team Intervention  
*Marcel Baumgartner, Lea Waldner*  
University of Applied Sciences and Arts Northwestern Switzerland, Olten, Switzerland
- O30 Leading Yourself to Better Work: The Impact of a Self-Leadership Intervention on Flow at Work and Job Performance  
*Alina Daniela Ștefan, Delia Virgă, Andrei Rusu*  
West University of Timisoara, Timisoara, Romania
- O31 Difference-Making Conditions for Implementing Organizational-Level Interventions Within Occupational Health and Safety Management in Sweden  
*Jonathan Severin<sup>1,2</sup>, Edward J Miech<sup>3</sup>, Marta Roczniowska<sup>4,5</sup>, Ingibjörg H Jonsdottir<sup>1,2</sup>, Magnus Akerstrom<sup>1,2</sup>*  
<sup>1</sup>Institute of Stress Medicine, Gothenburg, Sweden. <sup>2</sup>University of Gothenburg, Gothenburg, Sweden. <sup>3</sup>Indiana University School of Medicine, Indianapolis, USA. <sup>4</sup>Karolinska Institutet, Stockholm, Sweden. <sup>5</sup>SWPS University, Sopot, Poland
- O32 Shorter Workweek, Healthier Workforce? Lessons From European Pilots: Psychological and Regulatory Perspectives  
*Diana Kusiak, Ewelina Kumor-Jeziarska*  
Jagiellonian University, Kraków, Poland

- O33 3for1 – Three Ways, One Goal: Effectiveness of the 3for1 Intervention for Psychologically Distressed Unemployed Job Centre Clients after 12 Months  
*Svenja Schlachter*<sup>1,2</sup>, *Rebecca Erschens*<sup>3</sup>, *Marina Pumptow*<sup>4</sup>, *Sophia Helen Adam*<sup>3</sup>, *Maximilian Baxendale*<sup>2</sup>, *Melanie Gantner*<sup>2</sup>, *Maria Gralla*<sup>2</sup>, *Peter Martus*<sup>4</sup>, *Lea Maure*<sup>5</sup>, *Miriam Mehler*<sup>2</sup>, *Jörn von Wietersheim*<sup>2</sup>, *Harald Gündel*<sup>2</sup>, *Nicolas Rüschi*<sup>1</sup>  
<sup>1</sup>Ulm University and BKH Günzburg, Ulm, Germany. <sup>2</sup>Ulm University Medical Center, Ulm, Germany. <sup>3</sup>University Medical Hospital Tübingen, Tübingen, Germany. <sup>4</sup>University of Tübingen, Tübingen, Germany. <sup>5</sup>University Medical Hospital Tübingen, Internal Medicine, Tübingen, Germany
- O34 Daily Mindfulness and Work Outcomes: A Multilevel Dual-Pathway Model of Affective and Contextual Resource Building  
*Abira Reizer*<sup>1</sup>, *Adi Elazar Zandany*<sup>1</sup>, *Maor Shani*<sup>1,2</sup>, *Mariana Delegach*<sup>3</sup>  
<sup>1</sup>Ariel University, Ariel, Israel. <sup>2</sup>Osnabrück University, Osnabrück, Germany. <sup>3</sup>Sapir College, Sderot, Israel

## Oral Session: Burnout I

14:30 - 16:00 Room F3005

Chair Josefina Peláez Zuberbuhler

- O35 Physicians' Experiences of the Process Leading to Their Sick Leave for Exhaustion Disorder in Sweden: A Narrative Design  
*Bodil J. Landstad*<sup>1,2</sup>, *Emma Brulin*<sup>3</sup>, *Marit Kvangarsnes*<sup>4</sup>  
<sup>1</sup>Mid Sweden University, Östersund, Sweden. <sup>2</sup>Östersund Hospital, Östersund, Sweden. <sup>3</sup>Karolinska Institutet, Stockholm, Sweden. <sup>4</sup>Norwegian University of Science and Technology, Ålesund, Norway
- O36 Exploring Burnout Vulnerability: A Qualitative Approach within the HiTOP Framework  
*Idhuna Degryse*, *Valentina Sagmeister*, *Sara De Gieter*, *Tim Vantilborgh*  
*Vrije Universiteit Brussel, Brussels, Belgium*
- O37 A Multilevel Longitudinal Examination of Job Insecurity and Employee Well-Being: Individual and Climate Effects on Burnout, Engagement, and Turnover  
*Idasuzana Idris*, *Mohd Awang Idris*  
*University Malaya, Federal Territory of Kuala Lumpur, Malaysia*
- O38 Two Sides of Digitalization: How Organizational Digital Strategy and Collaboration Shape Teacher Engagement through Burnout  
*Maria Romero Cremades*, *Baltasar Gonzalez-Anta*, *Virginia Orengo*, *Ana Zornoza*  
*University of Valencia, Valencia, Spain*
- O39 Leadership Climate as a Buffer in the Link between Threats, Problem Drinking, and Subsequent Burnout among Healthcare Workers in Sweden  
*Josefina Peláez Zuberbuhler*<sup>1,2</sup>, *Emelie Thern*<sup>2</sup>, *Bodil J. Landstad*<sup>3,4</sup>, *Malin Sjöström*<sup>5</sup>, *Emma Brulin*<sup>2</sup>  
<sup>1</sup>Kristiania University College, Oslo, Norway. <sup>2</sup>Karolinska Institutet, Solna, Sweden. <sup>3</sup>Mid Sweden University, Östersund, Sweden. <sup>4</sup>Östersund Hospital, Östersund, Sweden. <sup>5</sup>Umeå University, Umeå, Sweden
- O40 Burnout Complaints and Patient Safety Errors in Swedish Healthcare Professionals: A Longitudinal Study  
*Britta Vera Elseri Gynning*<sup>1</sup>, *Leon De Beer*<sup>2,1</sup>, *Elin Karlsson*<sup>3</sup>, *Kevin Teoh*<sup>4</sup>, *Per Gustavsson*<sup>1,5</sup>, *Filip Christansen*<sup>1</sup>, *Emma Brulin*<sup>1,5</sup>

<sup>1</sup>Karolinska Institutet, Solna, Sweden. <sup>2</sup>Norwegian University of Science and Technology, Trondheim, Norway. <sup>3</sup>Linköping University, Linköping, Sweden. <sup>4</sup>Birkbeck, University of London, London, United Kingdom. <sup>5</sup>Centre for Occupational and Environmental Medicine, Stockholm, Sweden

## Oral Session: Mental Health and the Workplace I

14:30 - 16:00

Studium 1 (F3020)

Chair Juliet Hassard

- O41 Can They Hear the Silent Alarms? A Vignette Experiment on Managerial Responses to Impostor Signals and Overwork  
Enes Berk Sahin<sup>1</sup>, Fabian Homberg<sup>1</sup>, Marc Esteve<sup>2,3</sup>  
<sup>1</sup>Luiss Guido Carli University, Rome, Italy. <sup>2</sup>University College London, London, United Kingdom. <sup>3</sup>Ramon Llull University, Barcelona, Spain
- O42 A Busload Exit Each Week: Work Ability in Young and Young Adult Workforce, a Multi-Method Study  
Simo Levanto<sup>1,2</sup>, Smedlund Anssi<sup>1,3</sup>, Niina Hinkkanen<sup>1</sup>, Verna Matilainen<sup>4</sup>, Mertanen Juho<sup>1</sup>, Inka Suhonen<sup>1</sup>, Jouni Vatanen<sup>1</sup>, Kari-Pekka Martimo<sup>1,5</sup>  
<sup>1</sup>Ilmarinen Mutual Pension Insurance Company, Helsinki, Finland. <sup>2</sup>University of Helsinki, Helsinki, Finland. <sup>3</sup>Aalto University School of Business, Helsinki, Finland. <sup>4</sup>University of Tampere, Tampere, Finland. <sup>5</sup>University of Oulu, Oulu, Finland
- O43 Mental Health Service Pathways: Text Analytics and Clustering for Early Identification in Occupational Health  
Tiina Kalliomäki-Levanto, Ilkka Kivimäki, Matti Joensuu, Olli Haavisto  
Finnish Institute of Occupational Health, Helsinki, Finland
- O44 An Integrated Approach to Occupational Health and Patient Safety: Potential for Dual Benefits in Complex Healthcare Settings  
Malin Lohela-Karlsson<sup>1,2</sup>, Therese Hellman<sup>1</sup>, Gunnar Bergström<sup>3,4</sup>, Camilla Görås<sup>3,5</sup>  
<sup>1</sup>Uppsala University, Uppsala, Sweden. <sup>2</sup>Mälardalen University, Västerås, Sweden. <sup>3</sup>University of Gävle, Gävle, Sweden. <sup>4</sup>Karolinska Institutet, Stockholm, Sweden. <sup>5</sup>Dalarna University, Falun, Sweden
- O45 The SUPPORT Framework: An Evidence-Based Model of Organizational Values for Promoting Mental Health at Work  
Juliet Hassard<sup>1</sup>, Teixiera Dulal-Arthur<sup>1</sup>, Holly Blake<sup>2</sup>, Jane Bourke<sup>3</sup>, Vicki Belt<sup>4</sup>, Louise Thomson<sup>2</sup>, Stephen Roper<sup>4</sup>, Stavroula Leka<sup>5</sup>  
<sup>1</sup>Queen's Business School, Belfast, United Kingdom. <sup>2</sup>University of Nottingham, Nottingham, United Kingdom. <sup>3</sup>University College Cork, Cork, Ireland. <sup>4</sup>University of Warwick, Coventry, United Kingdom. <sup>5</sup>Lancaster University, Lancaster, United Kingdom
- O46 From Theory to Evidence : Further Validation of the Health-Performance Framework of Presenteeism  
Caroline Biron<sup>1,2,3</sup>, Maria Karanika-Murray<sup>4</sup>, Hans Ivers<sup>1</sup>, Claude Fernet<sup>5</sup>  
<sup>1</sup>Université Laval, Québec, Canada. <sup>2</sup>VITAM - Research Center on Sustainable Health, Québec, Canada. <sup>3</sup>Center of Expertise for the Management of Occupational Health & Safety, Québec, Canada. <sup>4</sup>University of Leicester, Leicester, United Kingdom. <sup>5</sup>Université du Québec à Trois-Rivières, Trois-Rivières, Canada

## Oral Session: Antecedents of Stress and Well-being I

**14:30 - 16:00**      **Room F3010**      **Chair Fiona Frost**

- O47      Mapping the Organizational Landscape of Loneliness at Work in the UK: Implications for Policy and Practice  
*Fiona Frost, Simona Spedale, Aditya Jain*  
*University of Nottingham, Nottingham, United Kingdom*
- O48      Why Workplace Fear of Missing Out Matters in Social Professions: Scale Development and Longitudinal Effects on Well-Being  
*Linda-Elisabeth Reimann, Catharina Hüsters, Christin Langanke, Carmen Binnewies*  
*University of Münster, Münster, Germany*
- O49      Grief at Work: Developing a Scale for Understanding Bereavement Return-to-Work Decisions  
*Rebecca Cairns<sup>1</sup>, Stephanie Gilbert<sup>2</sup>, E. Kevin Kelloway<sup>1</sup>*  
*<sup>1</sup>Saint Mary's University, Halifax, Canada. <sup>2</sup>Cape Breton University, Sydney, Canada*
- O50      Quantitative Demands and Illegitimate Tasks among Teachers: Multilevel Perspectives on Exhaustion and School-Level Differences  
*Adelisa Martinovic, Charlotte Glenz, Annette Kluge, Marcel Kern*  
*Faculty of Psychology, Ruhr University Bochum, Bochum, Germany*
- O51      Sustainable Careers Among Chronically Ill Workers: A Diary Study  
*Mahsa Abedini<sup>1</sup>, Silvia Dello Russo<sup>1</sup>, Silvia Profili<sup>2</sup>, Laura Innocenti<sup>3</sup>, Alessia Sammarra<sup>3</sup>, Manuela Paolini<sup>3</sup>*  
*<sup>1</sup>LUISS Guido Carli, Rome, Italy. <sup>2</sup>Università Europea di Roma, Rome, Italy. <sup>3</sup>Università degli Studi dell'Aquila, L'Aquila, Italy*
- O52      How Virtuous Organizational Practices and Organizational Identification Shape Intention to Leave and Individual Performance: Evidence from the French Public Sector  
*Victor Noble, Evelyne Fouquereau, Julia Aubouin-Bonnaventure, Frédéric Choisy*  
*Université de Tours, Tours, France*

## Oral Session: Workplace Violence, Bullying and Harassment I

**14:30 - 16:00**      **Room U4075**      **Chair Kara Ng**

- O53      Prevalence of Workplace Bullying Among Healthcare Workers in Hospitals in Greater Beirut: Effects on Psychological Well-Being, Burnout and Sick Leaves  
*Nisrine Makarem<sup>1</sup>, Lucy Tavitian-Elmadjian<sup>2</sup>, Dayana Brome<sup>3</sup>, Noura Soubra<sup>3</sup>*  
*<sup>1</sup>American University of Beirut Medical Center, Beirut, Lebanon. <sup>2</sup>American University of Sharjah, Sharjah, UAE. <sup>3</sup>Hagazian University, Beirut, Lebanon*
- O54      From Lived Experience to Practice: An Interpretative Phenomenological Analysis of Workplace Cyberbullying Among Young Non-Managerial Female Professionals in China for Safer Digital Work  
*Mei-I Cheng<sup>1</sup>, Zeynep Barles<sup>1</sup>, Shujie Chen<sup>2</sup>*  
*<sup>1</sup>De Montfort University, Leicester, United Kingdom. <sup>2</sup>Sun Yat-sen university, Guangdong, China*

- O55 Embedding Organizational Readiness for Workplace Bullying Interventions in the UK Civil Service  
*Iain Coyne<sup>1</sup>, Chloë Gough<sup>2</sup>, Fehmidah Munir<sup>1</sup>*  
<sup>1</sup>Loughborough University, Loughborough, United Kingdom. <sup>2</sup>Cabinet Office, London, United Kingdom
- O56 'I didn't want to make any mistakes, I didn't want to give anyone ammunition' – Results from a Qualitative Interview Study on Workplace Bullying: Perspectives of Affected Individuals, Managers, and Experts  
*Franziska Welzel<sup>1</sup>, Antonia Buß<sup>1</sup>, Franziska Jung<sup>1</sup>, Alexander Pabst<sup>1</sup>, Hermann Burr<sup>2</sup>, Uwe Rose<sup>2</sup>, Andreas Seidler<sup>3</sup>, Steffi G. Riedel-Heller<sup>1</sup>, Margrit Löbner<sup>1</sup>*  
<sup>1</sup>University of Leipzig, Leipzig, Germany. <sup>2</sup>Federal Institute for Occupational Safety and Health, Berlin, Germany. <sup>3</sup>TU Dresden, Dresden, Germany
- O57 Breaking the Karen Curse" A look at Anti-Mistreatment Signage's Impact on Customer Mistreatment Through Customer Empathy and Entitlement  
*Amanda Grinley, Steve Jex*  
University of Central Florida, Orlando, USA
- O58 Observing Ostracism: A Systematic Review of Emotional and Organizational Fallout  
*Paulina Idziak<sup>1</sup>, Małgorzata Gamian-Wilk<sup>1</sup>, Joshua Cogswell<sup>2</sup>*  
<sup>1</sup>SWPS University, Wrocław, Poland. <sup>2</sup>Nicholls State University, White Hall, USA

## Workshop: Steps Toward the Good Society: Sustainability, Democracy and Work Stress-Health (Part 1)

14:30 - 16:00 Room F3006 Chairs Loic Lerouge, Robert Karasek

This workshop attempts to “Train You as the Trainer:” Your active future initiatives are the purpose of the Workshop’s two-day Program. Thus, both day’s workshop participation are needed – for participants to “digest” both their personal perspectives – and develop new approaches. See abstract for more details. Places are limited: please sign up beforehand [here](#).

## Education Forum - ECR Session: Meaning, Agency and Career Adaptation (closed session - participants only)

14:30 - 16:00 Studium 3 (F3022c) Chair Anita C. Keller

- EC1 Resignation as Agency: Psychological Needs, Value Alignment, and Well-being in the Italian Great Resignation  
*Margherita Gorrieri<sup>1,2</sup>, Sara Lombardi<sup>1</sup>*  
<sup>1</sup>Università degli Studi di Firenze, Florence, Italy. <sup>2</sup>IMT Advanced Study Lucca, Lucca, Italy
- EC2 Longitudinal Profiles of Life Management Strategies: Associations with Age, Job Burnout and Job Performance  
*Laura Hirva<sup>1</sup>, Saija Mauno<sup>1,2</sup>, Anne Mäkikangas<sup>1</sup>*  
<sup>1</sup>Tampere University, Tampere, Finland. <sup>2</sup>University of Jyväskylä, Jyväskylä, Finland

- EC3 The Job Demands–Control–Support Model and Burnout: A Meta-Analytic Examination of Buffering and Career-Stage Effects  
Mojtaba Firouzjaeiangalougah<sup>1</sup>, Jakub Procházka<sup>1</sup>, Magnus Sverke<sup>2</sup>  
<sup>1</sup>Masaryk University, Brno, Czech Republic. <sup>2</sup>Stockholm University, Stockholm, Sweden
- EC4 Trapped in Harmful Work? How Psychosocial Job Exposure, Education, and Sex Shape Occupational Mobility in Norway.  
Lasse Holtar  
OsloMet, Oslo, Norway
- EC5 How Interpersonal Relationships Predict Well-being and Adaptive Functioning in Nurses at Career Start: the Role of Personal Psychological Resources  
Camille Gagnon-Béland, Stéphanie Austin, Liette St-Pierre  
Université du Québec à Trois-Rivières, Trois-Rivières, Canada

## Education Forum - ECR Session: Workplace Characteristics and Employee Well-being (closed session - participants only)

**14:45 - 16:00 Studium 5 (F3023c) Chair Sabine Sonnentag**

- EC6 When Does 'Actual' Flow 'Actually' Emerge at Work? A Mixed Methods Approach Using Two Diary Studies  
Jonas De Kerf<sup>1</sup>, Lise van Oortmerssen<sup>1</sup>, Anne Mäkikangas<sup>2</sup>, Arnold Bakker<sup>3</sup>  
<sup>1</sup>Open Universiteit, Heerlen, Netherlands. <sup>2</sup>Tampere University, Tampere, Finland. <sup>3</sup>Erasmus Universiteit, Rotterdam, Netherlands
- EC7 Working Alone: Examining how Psychosocial Safety Climate and Working Conditions Shape Worker Occupational Stress and Safety  
Stefani Florez-Acevedo  
University of Washington, Seattle, USA. Washington State Department of Labor & Industries, Olympia, USA
- EC8 How Workplace Mistreatment Undermines Next-Day Work Meaningfulness: The Role of Daily Emotional Exhaustion and Person-Level Job Burnout  
Seohyun Ji, Sunhee Lee  
Chungnam National University, Daejeon, Korea, Republic of
- EC9 To Share or Not to Share, That Is The Question: The Dual Impact of Shared Offices On The Well-Being of Administrative Staff  
Mattia Core, Daniela Converso  
University of Turin, Turin, Italy

## Coffee Break

**16:00 - 16:30 University of Helsinki Hall**

## Symposium: Hybrid Work After the Pandemic: How Remote and On-Site Work Shape Need Satisfaction, Well-being, and Performance

16:30 - 17:45 Room F2044 (Auditorium) Chairs Caroline Knight, Anna Neumer

- S54 Office Attendance in Hybrid Work Settings: Association with Basic Needs Satisfaction via Coordination Stressors and Task Support  
*Astrid Lacroix<sup>1,2</sup>, Anja Van den Broeck<sup>3</sup>*  
<sup>1</sup>KU Leuven, Leuven, Belgium. <sup>2</sup>University of Amsterdam, Amsterdam, Netherlands.  
<sup>3</sup>KU Leuven, Brussel, Belgium
- S55 Hybrid Work and Social Isolation  
*Franziska Fastje*  
*University of Groningen, Groningen, Netherlands*
- S56 Hybrid Leadership: The Moderating Role of Co-Location for Daily Effectiveness of Leader Support  
*Anna Neumer, Julia Iser-Potempa*  
*University of Mannheim, Mannheim, Germany*
- S57 Hybrid Work, Autonomy, Break Skipping, and Exhaustion – A Longitudinal Study  
*Martin Zeschke<sup>1</sup>, Johannes Wendsche<sup>2</sup>*  
<sup>1</sup>Federal Institute for Occupational Safety and Health (BAuA), Dortmund, Germany.  
<sup>2</sup>Federal Institute for Occupational Safety and Health (BAuA), Dresden, Germany
- S58 Performance at a Distance: A Meta-Analysis of Remote Work Usage and Intensity  
*Amelie Marie Fischer<sup>1</sup>, Ann Sophie Lauterbach<sup>2</sup>, Maria Gaudiino<sup>3</sup>, Florian Kunze<sup>1</sup>*  
<sup>1</sup>University of Konstanz, Konstanz, Germany. <sup>2</sup>Technical University Dresden, Dresden, Germany. <sup>3</sup>Hanken School of Economics, Helsinki, Finland

## Symposium: Resource-oriented Interventions at Work: Ways to Improve Intervention Fit

16:30 - 17:45 Room F4050 (Small Hall) Chairs A. Hoppe, D. O'Shea, A. Michel

- S59 Can Interventions Improve Work Ability?  
*Gemma McCarthy<sup>1</sup>, Grant Brady<sup>2</sup>, Donald Truxillo<sup>3</sup>, Deirdre O'Shea<sup>3</sup>*  
<sup>1</sup>Maynooth University, Maynooth, Ireland. <sup>2</sup>California State University, East Bay, Hayward, USA. <sup>3</sup>University of Limerick, Limerick, Ireland
- S60 Proportionate Support for Workplace Mental Health: Towards a Transitional, Psychosocial Risk Modelling Paradigm for Occupational Health Psychology Interventions  
*Lorcan Ahern, Deirdre O'Shea, Stephen Gallagher, Anna Maria McAleese*  
*University of Limerick, Limerick, Ireland*
- S61 Effects of Changes in Psychosocial Work Environment on Physical and Mental Health and Well-being of Workers: A First Update from a Living Systematic Review of Prospective Studies  
*Caleb Leduc<sup>1</sup>, Andrew Dyer<sup>1</sup>, Birgit Greiner<sup>1</sup>, Ida Madsen<sup>2</sup>, Reiner Rugulies<sup>2</sup>, Maura Smiddy<sup>1</sup>, Alexandra Perez-Tseyen<sup>3</sup>, Raquel Lucas<sup>4</sup>, Catarina Pires<sup>4</sup>, Johanna Cresswell-Smith<sup>5</sup>, Silvia Riva<sup>6</sup>, Ella Arensman<sup>1</sup>*

<sup>1</sup>University College Cork, Cork, Ireland. <sup>2</sup>National Research Centre for the Working Environment, Copenhagen, Denmark. <sup>3</sup>Erasmus University, Rotterdam, Netherlands. <sup>4</sup>University of Porto, Porto, Portugal. <sup>5</sup>Finnish Institute for Health and Welfare, Helsinki, Finland. <sup>6</sup>St Mary's University, Twickenham, United Kingdom

- S62 A Systematic Review of Interventions to Promote Successful Aging at Work  
Susanne Scheibe<sup>1</sup>, Antje Schmitt<sup>1</sup>, Donald Truxillo<sup>2</sup>, Gemma Mccarthy<sup>3</sup>, Alexandra Michel<sup>4,5</sup>, Michela Vignoli<sup>6</sup>, Maria Oancea<sup>7</sup>, Livia-Dana Pogan<sup>7</sup>, Horatiu Rusu<sup>7</sup>, Stanislava Stoyanova<sup>8</sup>, Beatrice I. J. M. Van der Heijden<sup>9</sup>, Maren Wright Voss<sup>10</sup>, Jing Wang<sup>1</sup>, Peter Bamberger<sup>11</sup>  
<sup>1</sup>University of Groningen, Groningen, Netherlands. <sup>2</sup>University of Limerick, Limerick, Ireland. <sup>3</sup>Maynooth University, Maynooth, Ireland. <sup>4</sup>Federal Institute for Occupational Safety and Health, Dortmund, Germany. <sup>5</sup>Heidelberg University, Heidelberg, Germany. <sup>6</sup>University of Trento, Trento, Italy. <sup>7</sup>Lucian Blaga University of Sibiu, Sibiu, Romania. <sup>8</sup>South-West University "Neofit Rilski", Blagoevgrad, Bulgaria. <sup>9</sup>Radboud University, Nijmegen, Netherlands. <sup>10</sup>Harvard University, Boston, USA. <sup>11</sup>Tel Aviv University, Tel Aviv, Israel
- S63 FlexAbility for Students: Evaluation of a Web-based Intervention on Students' Well-being and Health  
Alexandra Michel<sup>1</sup>, Eva Schneider<sup>1</sup>, Sarah Elena Althammer<sup>1</sup>, Andreas Müller<sup>2</sup>  
<sup>1</sup>Federal Institute for Occupational Safety and Health, Dortmund, Germany. <sup>2</sup>Universität Duisburg-Essen, Duisburg, Germany

## Symposium: Health-oriented Leadership in Challenging Contexts: Understanding Mechanisms, Dyadic Transmission Effects, and Boundary Conditions

**16:30 - 17:45      Room F3003      Chairs Katharina Bruhn, Annika Krick**

- S64 Caring to Lead, Leading to Care: Meta-Analytic Insights into SelfCare, StaffCare, and Employee Health  
Miriam Arnold<sup>1</sup>, Annika Krick<sup>2</sup>, Jörg Felfe<sup>2</sup>, Jasmine Bhatia<sup>3</sup>, Thomas Rigotti<sup>4</sup>  
<sup>1</sup>University of Groningen, Groningen, Netherlands. <sup>2</sup>University of the Federal Armed Forces, Hamburg, Hamburg, Germany. <sup>3</sup>Macquarie University, Sydney, Australia. <sup>4</sup>Johannes Gutenberg-University, Mainz, Germany
- S65 Lost in Transmission? The Role of Communication and Working from Home in Shaping Leaders' Health-Related Role Model Effect  
Lene S. Fröhlich<sup>1</sup>, Annika Krick<sup>1</sup>, Jörg Felfe<sup>1</sup>, Sarah Pischel<sup>1</sup>, Anna Ernsting<sup>2</sup>  
<sup>1</sup>Helmut Schmidt University, Hamburg, Germany. <sup>2</sup>Boehringer Ingelheim Pharma GmbH & Co. KG, Ingelheim am Rhein, Germany
- S66 Do Leaders Help When It Counts? The Role of Goal Conflict, Upper-Level Role Models, and Caring Teams  
Susanne Beverlein<sup>1</sup>, Annika Krick<sup>2</sup>, Sarah Pischel<sup>2</sup>, Hendrik Huettermann<sup>1</sup>, Jörg Felfe<sup>2</sup>  
<sup>1</sup>University of Federal Armed Forces, München, Germany. <sup>2</sup>Helmut Schmidt University, Hamburg, Germany
- S67 Leading Through Mental Health Challenges: Understanding the Links Between Health-Oriented Leadership, Disclosure, and Sickness Absence  
Sarah Pischel, Jörg Felfe, Lene S. Fröhlich  
 Helmut Schmidt University, Hamburg, Germany

- S68 Seeing Less, Saying More: The Paradoxical Effects of VR on Warning Signal Awareness and Disclosure  
*Katharina Bruhn, Franziska Münstermann, Yannick Frontzkowski, Phillip Gubernator, Jörg Felfe*  
*Helmut-Schmidt-University, Hamburg, Germany*

## Symposium: Making Hybrid Work Work: Understanding the Dual Nature of Flexible Work Arrangements

**16:30 - 17:45 Room U3032 Chairs Dana Unger, Laurenz Meier, Wladislaw Rivkin**

- S69 Working Here or There: A Daily Study of Work Location, Basic Psychological Needs, and Job Satisfaction  
*Salome Depraz<sup>1,2</sup>, Laurenz Meier<sup>1</sup>, Michaela Knecht<sup>2</sup>*  
<sup>1</sup>University of Neuchâtel, Neuchâtel, Switzerland. <sup>2</sup>University of Applied Sciences and Arts of Northwest Switzerland, Olten, Switzerland
- S70 Are You in the Zone when Working from Home? How Remote Workers' Daily Flow Experiences Promote Daily Well-Being Through Reduced Work-Home Interruption Behaviours  
*Isaac Alshaikh<sup>1</sup>, Shane Hayden-Smyth<sup>2</sup>, Wladislaw Rivkin<sup>2</sup>, Jakob Stollberger<sup>3</sup>, Stefan Diestel<sup>4</sup>, Karin Moser<sup>5</sup>*  
<sup>1</sup>South East Technological University, Waterford, Ireland. <sup>2</sup>Trinity College Dublin, Dublin, Ireland. <sup>3</sup>Durham University, Durham, United Kingdom. <sup>4</sup>University of Wuppertal, Wuppertal, Germany. <sup>5</sup>University of Queensland, Brisbane, Australia
- S71 Darling, Let's Talk about Work: Reattachment Via Communication with Romantic Partners and its Daily Links to Job Performance  
*Elvira Radaca, Stefan Diestel*  
*University of Wuppertal, Wuppertal, Germany*
- S72 Where You Work, How You Perform: Daily Dynamics of Work Location, Job Characteristics, and Performance  
*Fabrice Huber<sup>1</sup>, Laurenz Meier<sup>1</sup>, Michaela Knecht<sup>2</sup>*  
<sup>1</sup>University of Neuchâtel, Neuchâtel, Switzerland. <sup>2</sup>Fachhochschule Nordwestschweiz, Olten, Switzerland
- S73 Guided or Guarded? The Double-Edged Sword Effects of Electronic Performance Monitoring on Employee Well-being  
*Keni Song<sup>1</sup>, Wladislaw Rivkin<sup>2</sup>, Fabiola Gerpott<sup>1</sup>, Ming Guo<sup>3</sup>*  
<sup>1</sup>WHU - Otto Beisheim School of Management, Düsseldorf, Germany. <sup>2</sup>Trinity College Dublin, Dublin, Ireland. <sup>3</sup>Beijing Jiaotong University, Beijing, China

## Symposium: Flex in Focus: A Multi-Level, Multi-Method, Multi-Sample Exploration of the New Way of Working

**16:30 - 17:45 Room F3017 Chairs Niamh Dawson, Hannah Collis**

- S74 Negotiating Autonomy Across Time and Space: Audio-Diary Reflections from Hybrid Work  
*Helen Hughes, Matthew Davis*  
*University of Leeds, Leeds, United Kingdom*

- S75 Beating the Sunday Night Blues: The Role of Hybrid Work  
*Ilke Inceoglu<sup>1</sup>, Leah Boundy<sup>1</sup>, Leroy White<sup>1</sup>, Dimitris Batolas<sup>1</sup>, Jamie Ladge<sup>2</sup>*  
*<sup>1</sup>University of Exeter, Exeter, United Kingdom. <sup>2</sup>Boston College, Boston, USA*
- S76 Hybrid Working as a Resource for Neurodivergent Workers: A Self-Monitoring Perspective  
*Hannah Collis<sup>1</sup>, Niamh Dawson<sup>2</sup>*  
*<sup>1</sup>University of Exeter, Exeter, United Kingdom. <sup>2</sup>University of Sydney, Sydney, Australia*
- S77 Did You Hear? Effects Of Flexible Work on Workplace Gossip and Work Outcomes  
*Levke Henningsen, Hannah Collis, Kim Peters*  
*University of Exeter, Exeter, United Kingdom*
- S78 The Paradox of Flexibility: How New Forms of Work Shape Women's Leadership, Pay Equity, and the Future of Work  
*Niamh Dawson<sup>1</sup>, Emma Knight<sup>2</sup>, Stacey Parker<sup>3</sup>, Miriam Yates<sup>3</sup>, Rae Cooper<sup>1</sup>*  
*<sup>1</sup>The University of Sydney, Sydney, Australia. <sup>2</sup>Australian National University, Canberra, Australia. <sup>3</sup>The University of Queensland, Brisbane, Australia*

### **Symposium: The Role of Time in Occupational Health Psychology (Part 1): Daily Processes and Short-Term Dynamics**

- | <b>16:30 - 17:45</b> | <b>Room F3005</b>   | <b>Chairs Miriam Schilbach, Jette Völker</b> |
|----------------------|---|--|
| S79                  | The Glass Is Half Full: A Diary Study on How Morning Optimism Relates to Daily Work Engagement Trajectories<br><i>Sebastian Seibel, Jan Sinner Beckmann</i><br><i>University of Würzburg, Würzburg, Germany</i>   |  |
| S80                  | Time for Emotional Labour: A Temporal Perspective on Emotion Regulation in Co-Worker Interactions at Work<br><i>Jette Völker<sup>1</sup>, Ute Hülshager<sup>2</sup></i><br><i><sup>1</sup>University of Mannheim, Mannheim, Germany. <sup>2</sup>Maastricht University, Maastricht, Netherlands</i>   |  |
| S81                  | The Timing of Time Pressure: How Chronotype and Time of Day Shape Its Effects on Engagement and Learning via Appraisal<br><i>Miriam Schilbach<sup>1</sup>, Jana Kühnel<sup>2,3</sup>, Jette Völker<sup>4</sup>, Ute Hülshager<sup>1</sup></i><br><i><sup>1</sup>Maastricht University, Maastricht, Netherlands. <sup>2</sup>Goethe University, Frankfurt, Germany. <sup>3</sup>University of Vienna, Vienna, Austria. <sup>4</sup>University of Mannheim, Mannheim, Germany</i> |  |
| S82                  | Into the Night: How Digital Overwork and Work-Related Rumination Shape Sleep and Early-Night Heart Rate Variability<br><i>Luca Menghini, Luciano Gamberini</i><br><i>University of Padova, Padova, Italy</i>  |  |

- S83 Unraveling the Temporal Dynamics of Stressors, Affect, and Engagement: A Dynamic Network Perspective on the Challenge Hindrance Stressor Framework  
Ute Hulsheger<sup>1</sup>, Jonas Haslbeck<sup>2</sup>, Joran Jongerling<sup>3</sup>, Bram Fleuren<sup>1</sup>, Philippe Verduyn<sup>1</sup>, Annika Nubold<sup>1</sup>, Sjir Uitdewilligen<sup>1</sup>  
<sup>1</sup>Maastricht University, Maastricht, Netherlands. <sup>2</sup>University of Amsterdam, Amsterdam, Netherlands. <sup>3</sup>Tilburg University, Tilburg, Netherlands

## Symposium: Experimental Approaches to Job Stress Research: Showcasing Work Simulations

**16:30 - 17:45    Studium 1 (F3020)    Chairs Malte Roswag, Franziska J. Till**

- S84 Energy Management in Monotonous vs. Engaging Work: A Work Simulation-Based Study  
Stacey Parker<sup>1</sup>, Charlotte Keenan<sup>1</sup>, Lisa Blockx<sup>1</sup>, Kayler Mashall<sup>1</sup>, Ann-Kathrin Schnafel<sup>2</sup>, Sandra Ohly<sup>2</sup>  
<sup>1</sup>University of Queensland, Brisbane, Australia. <sup>2</sup>University of Kassel, Kassel, Germany
- S85 Opposing Effects of Job Autonomy on Well-Being: An Experimental Work Simulation  
Franziska J. Till<sup>1</sup>, Jan A. Häusser<sup>1</sup>, Stacey L. Parker<sup>2</sup>, Sascha Etgen<sup>1</sup>  
<sup>1</sup>Justus Liebig University Giessen, Giessen, Germany. <sup>2</sup>University of Queensland, Brisbane, Australia
- S86 Does Exhaustion Shape Workload Perception and Creation? An Experimental Work Simulation Approach  
Malte Roswag<sup>1,2</sup>, Elisa Ackermann<sup>1</sup>, Jan A. Häusser<sup>3</sup>, Wiebke Jöhrens<sup>4</sup>, Andreas Mojzisch<sup>1</sup>  
<sup>1</sup>University of Hildesheim, Hildesheim, Germany. <sup>2</sup>Free University of Berlin, Berlin, Germany. <sup>3</sup>Justus Liebig University Giessen, Giessen, Germany. <sup>4</sup>Johannes Gutenberg University Mainz, Mainz, Germany
- S87 Together Apart: The Effect of Social Identity on Support in Remote Work Tasks  
Julia Heimrich<sup>1</sup>, Nina M. Junker<sup>2</sup>, Rolf van Dick<sup>3</sup>, Diana Usmanova<sup>3</sup>, Jan A. Häusser<sup>1</sup>  
<sup>1</sup>Justus Liebig University, Giessen, Germany. <sup>2</sup>University of Oslo, Oslo, Norway. <sup>3</sup>Goethe University, Frankfurt, Germany
- S88 Experimental Effects of Job Control on Well-Being and Performance: A Meta-Analytic Test  
Sascha Etgen<sup>1</sup>, Andreas Mojzisch<sup>2</sup>, Joachim Hüffmeier<sup>3</sup>, Jan Häusser<sup>1</sup>  
<sup>1</sup>Justus-Liebig-University, Giessen, Germany. <sup>2</sup>University of Hildesheim, Hildesheim, Germany. <sup>3</sup>TU Dortmund University, Dortmund, Germany

## Oral Session: Leadership and Occupational Safety and Health

**16:30 - 17:45    Room F3010    Chair Rashi Dhensa-Kahlon**

- O59 Reframing Leadership Around Well-being: Evidence From the Well-being Leadership Competency Model  
Ewa Stelmasiak<sup>1</sup>, Dorota Molek-Winiarska<sup>2</sup>, Hanna Kinowska<sup>3</sup>  
<sup>1</sup>WellCulture Institute, Warsaw, Poland. <sup>2</sup>Wroclaw University of Economics and Business, Wroclaw, Poland. <sup>3</sup>SGH Warsaw School of Economics, Warsaw, Poland

- O60 Empowering Leadership in Healthcare: Resource or Burden?  
Andrés Salas-Vallina<sup>1</sup>, Alma Rodríguez-Sánchez<sup>2</sup>, Anna Ferrer-Franco<sup>3</sup>, Javier Ortiz Rambla<sup>4</sup>, José Sánchez-Labela<sup>1</sup>  
<sup>1</sup>Universitat de Valencia, Valencia, Spain. <sup>2</sup>Universitat Jaume, Castellón, Spain.  
<sup>3</sup>Hospital Universitario y Politécnico La Fe, Valencia, Spain. <sup>4</sup>Hospital Universitario La Plana, Villareal, Spain
- O61 Regulating or Retreating? How Surface Acting Moderates the Effect of Negative Work Events on Laissez-Faire Leadership: A Diary Study  
Susanne Hembd-Peuse<sup>1</sup>, Angela Kuonath<sup>2</sup>, Simone Kaminski<sup>1</sup>, Dieter Frey<sup>3</sup>  
<sup>1</sup>Munich University of Applied Sciences, Munich, Germany. <sup>2</sup>Aalen University, Aalen, Germany. <sup>3</sup>Ludwig-Maximilians-University, Munich, Germany
- O62 Coaching-Based Leadership and Work Engagement: A Multilevel Analysis Across Collaborators, Leaders, and Supervisors  
Isabella Meneghel<sup>1</sup>, Carmen Soler Pagán<sup>2</sup>, Marisa Salanova<sup>2</sup>  
<sup>1</sup>Universitat Internacional de Catalunya, Barcelona, Spain. <sup>2</sup>Universitat Jaume I, Castellón de la Plana, Spain
- O63 When Being Appreciated at Work Connects Us at Home: A Dyadic Diary Study of Spillover and Crossover Effects of Appreciation on Partner Self-Esteem and Relationship Quality  
Rebekka Steiner<sup>1,2</sup>, Igic Ivana<sup>2</sup>, Leslie Hammer<sup>3</sup>, Regula Zürcher<sup>2</sup>  
<sup>1</sup>University of Neuchâtel, Neuchâtel, Switzerland. <sup>2</sup>ETH Zurich, Birmensdorf, Switzerland. <sup>3</sup>Oregon Institut of Occupational Health Sciences, Portland, USA

## Oral Session: Overtime, Working Hours and Time Pressure

**16:30 - 17:45 Room U4075 Chair Maria Michailidis**

- O64 The Daily Feedback Loop in Boundary Management: How Aligning Enacted and Preferred Boundaries Supports Work–Nonwork Balance and Shapes Next-Day Behaviour  
Nicolas Mueller, Regina Kempen  
 Aalen University of Applied Sciences, Aalen, Germany
- O65 Professional Empowerment and Lifelong Learning in Emergency Nursing: Pathways to Quality Care  
Maria Michailidis<sup>1</sup>, Andri Ioannou<sup>2</sup>  
<sup>1</sup>Univeristy of Nicosia, Nicosia, Cyprus. <sup>2</sup>Mediterranean Institute of Management, Nicosia, Cyprus
- O66 The Real Cost of Rushed Work: How Quality Impairment (Not Time Pressure) Undermines Self-Esteem  
Wanyi Yang<sup>1</sup>, Anita Keller<sup>1</sup>, Laurenz Meier<sup>2</sup>, Norbert Semmer<sup>3</sup>  
<sup>1</sup>University of Groningen, Groningen, Netherlands. <sup>2</sup>University of Neuchâtel, Neuchâtel, Switzerland. <sup>3</sup>University of Bern, Bern, Switzerland
- O67 What Happens with Productivity and Collaboration After Implementation of Hybrid Work? - A Longitudinal Study in a Swedish Municipality  
Viktoria Wahlström<sup>1</sup>, Anita Pettersson Strömbäck<sup>1</sup>, Andreas Tornevi<sup>1</sup>, Maral Babapour Chafi<sup>2,3</sup>  
<sup>1</sup>Umeå University, Umeå, Sweden. <sup>2</sup>Region Västra Götaland, The Institute of Stress Medicine, Gothenburg, Sweden. <sup>3</sup>Chalmers University of Technology, Gothenburg, Sweden

- O68 Voice, Choice, and Hours Mismatch: Rostering Control Implications for Nurses' and Midwives' Well-being and Patient Care  
Vanessa Loh, Rae Cooper, Elizabeth Hill, Elsie Foeken, Joshua Healy  
*The University of Sydney, Sydney, Australia*

## Symposium: Sustainable Success: Supporting Health & Careers from Campus to Workplace

**16:30 - 17:45 Room F3006 Chair Stephanie Hirschberger, Anja Isabel Morstatt**

- S89 Building Sustainable Careers: How Career Resources Support Health and Well-Being in Students  
Stephanie Hirschberger, Anja Isabel Morstatt, Hannes Schilling, Simone Kauffeld  
*TU Braunschweig, Braunschweig, Germany*
- S90 Supporting the Next Generation: Effectiveness of Micro-Interventions to Promote Student Well-Being and Academic Success  
Anja Isabel Morstatt, Stephanie Hirschberger, Mona Grobe, Hannes Schilling, Julie Wallis, Simone Kauffeld  
*TU Braunschweig, Braunschweig, Germany*
- S91 Building Resources to Cope with Demands: Evaluating a Resilience Training for Higher Education Students  
Julie Wallis, Stephanie Hirschberger, Simone Kauffeld  
*Technische Universität Braunschweig, Braunschweig, Germany*
- S92 Financial Aid and Student Success: Assessing Need-Based Scholarships in Italian Universities  
Carmen Aina  
*Università del Piemonte Orientale, Novara, Italy*
- S93 Strengthening Mental Health Together: Evaluation of a University Mental Health Course  
Anja Lehmann, Valentina Vylobkova, Lisa Wagner, Moritz Daum, Georg Bauer  
*University of Zurich, Zurich, Switzerland*

## Welcome Reception

**18:00 - 20:00 Helsinki City Hall**

**Tuesday, 16 June 2026**

**Conference Registration**

**08:00 - 08:30 University of Helsinki Entrance Hall Fabian**

**Symposium: Investigating Workplace Mistreatment Through the Lens of Various Actors**

**08:30 - 10:00 Room F2044 (Auditorium) Chair Sarah-Geneviève Trépanier**

- S94 Exploring Incivility in Physical and Digital Meetings: Associations with Work Motivation and Social Support  
*Tomas Jungert<sup>1</sup>, Kristoffer Holm<sup>2</sup>, Sarah-Geneviève Trépanier<sup>3</sup>*  
*<sup>1</sup>Lund University, Lund, Sweden. <sup>2</sup>Malmö University, Malmö, Sweden. <sup>3</sup>Université du Québec à Trois-Rivières, Trois-Rivières, Canada*
- S95 Managerial Antecedents of Daily Workplace Ostracism: A Frustration-Aggression Perspective  
*Kari Wik Ågotnes, Mats Glambek, Øystein Løvik Høprekstad*  
*BI Norwegian Business School, Bergen, Norway*
- S96 Interpersonal Conflicts and Workplace Bullying : The Role of Team Conflict Management Style  
*Sarah-Geneviève Trépanier<sup>1</sup>, Clayton Peterson<sup>1</sup>, Philipp Sischka<sup>2</sup>, Denise Salin<sup>3</sup>, Guy Notelaers<sup>4</sup>*  
*<sup>1</sup>Université du Québec à Trois-Rivières, Trois-Rivières, Canada. <sup>2</sup>Université du Luxembourg, Esch-sur-Alzette, Luxembourg. <sup>3</sup>Hanken School of Economics, Helsinki, Finland. <sup>4</sup>University of Bergen, Bergen, Norway*
- S97 Do Ethical Infrastructures Prevent Workplace Bullying and Harassment? The Role of Formal and Informal Systems and the Conflict-Management Climate  
*Kari Einarsen<sup>1</sup>, Øystein Høprekstad<sup>1</sup>, Ståle Valvatne Einarsen<sup>2</sup>*  
*<sup>1</sup>BI Norwegian Business School, Bergen, Norway. <sup>2</sup>University of Bergen, Bergen, Norway*
- S98 How do Bystanders' Appraisals of Workplace Mistreatment Influence Subsequent Responses?  
*Kara Ng<sup>1</sup>, Kristoffer Holm<sup>2</sup>*  
*<sup>1</sup>Alliance Manchester Business School, Manchester, United Kingdom. <sup>2</sup>Malmö University, Malmö, Sweden*
- S99 Online Mistreatment From Outsiders: Organizational Responses to External Harm  
*Rebecka Cowen Forssell<sup>1</sup>, Sandra Jönsson<sup>2</sup>, Hanne Berthelsen<sup>1</sup>*  
*<sup>1</sup>Malmö university, Malmö, Sweden. <sup>2</sup>Lund university, Lund, Sweden*

## Symposium: New Insights on Playful Work Design: Expanding the Playing Field

08:30 - 10:00 Room F4050 (Small Hall) Chair Tom L. Junker, Yuri S. Scharp

- S100 Boosting Playful Work Design: A Test of a Micro and Module Intervention  
*Yuri Scharp, Marianne van Woerkom, Tom L. Junker*  
*Tilburg University, Tilburg, Netherlands*
- S101 A Gamified Electronic Intervention to Stimulate Playful Work Design: Development and Initial Validation  
*Lorenz Verelst<sup>1</sup>, Rein De Cooman<sup>2</sup>, Marianne van Woerkom<sup>3</sup>*  
*<sup>1</sup>Radboud University, Nijmegen, Netherlands. <sup>2</sup>KU Leuven, Antwerp, Belgium. <sup>3</sup>Tilburg University, Nijmegen, Netherlands*
- S102 Proactive Reframing under Strain: Pathways of Playful Work Design under Emotional Depletion  
*Yasin Rofcanin, Fatih Avcilar*  
*University of Bath, Bath, United Kingdom*
- S103 The Bright and Dark Side of Playful Work Design: Navigating Work Engagement and Workaholism  
*Arianna Costantini<sup>1</sup>, Yuri Scharp<sup>2</sup>, Lorenzo Avanzi<sup>3</sup>, Luuk van Iperen<sup>4</sup>, Michela Vignoli<sup>3</sup>*  
*<sup>1</sup>Tor Vergata University of Rome, Rome, Italy. <sup>2</sup>Tilburg University, Tilburg, Netherlands. <sup>3</sup>University of Trento, Trento, Italy. <sup>4</sup>Maastricht University, Maastricht, Netherlands*
- S104 From Home Crafting to Workplace Creativity: Parallel Roles of Playful Leisure Design and Meaningfulness at Work  
*Siqi Wang<sup>1</sup>, Yasin Rofcanin<sup>2</sup>, Mireia Las Heras<sup>3</sup>*  
*<sup>1</sup>Aston University, Birmingham, United Kingdom. <sup>2</sup>University of Bath, Bath, United Kingdom. <sup>3</sup>IESE Business School, Barcelona, Spain*
- S105 Playful Team Design and Team Job Crafting in Healthcare Teams  
*Tom Junker<sup>1</sup>, Arnold Bakker<sup>2</sup>, Aygen Oksay<sup>3</sup>, Mehmet Dinç<sup>4</sup>*  
*<sup>1</sup>Tilburg University, Tilburg, Netherlands. <sup>2</sup>Erasmus University Rotterdam, Rotterdam, Netherlands. <sup>3</sup>Süleyman Demirel University, Isparta, Turkey. <sup>4</sup>Isparta University of Applied Sciences, Isparta, Turkey*

## Symposium: Dynamic Approaches to Understand Stressors, Strains, and Recovery

08:30 - 10:00 Room F3003 Chairs Micha Hilbert, Lucas Maunz

- S106 Effort-Reward Imbalance at Work and Home: Longitudinal Research With Continuous Time Modelling  
*Laurenz Meier<sup>1</sup>, Eunae Cho<sup>2</sup>, Yu-Chi Lin<sup>2</sup>*  
*<sup>1</sup>University of Neuchâtel, Neuchâtel, Switzerland. <sup>2</sup>National Chengchi University, Taipei, Taiwan*

- S107 Work Engagement and Job-Related Cognitions During Leisure Time: Using Continuous Time Modelling to Test Temporal Dynamics  
Sabine Sonntagag<sup>1</sup>, Monika Wiegelmann<sup>1</sup>, Christian Dormann<sup>2</sup>  
<sup>1</sup>University of Mannheim, Mannheim, Germany. <sup>2</sup>Johannes Gutenberg University of Mainz, Mainz, Germany
- S108 Nature at Work: Unraveling the Reciprocal Temporal Dynamics of Weekend Nature Contact and Employees' Recovery  
Micha Hilbert<sup>1</sup>, Lucas Maunz<sup>2</sup>, Meinald Thielsch<sup>1</sup>  
<sup>1</sup>University of Wuppertal, Wuppertal, Germany. <sup>2</sup>University of Innsbruck, Innsbruck, Austria
- S109 Mind the Gap: Trajectories, Correlates, and Consequences of Mismatches in Available and Required Energy in Everyday Situations  
Dorota Reis, Anna Haas, Paula Lambert, Lisa Peuckmann  
Saarland University, Saarbrücken, Germany
- S110 Why That "Quick Email Check" Hurts: A Within-Person Analysis of Task- and Communication-Related ICT Use After Hours Regarding Recovery and Strain  
Marcel Kern<sup>1</sup>, Sandra Ohly<sup>2</sup>  
<sup>1</sup>University of Göttingen, Göttingen, Germany. <sup>2</sup>University of Kassel, Kassel, Germany
- S111 The Daily Dynamics of Workload and Exhaustion: A Continuous Time Approach  
Lucas Maunz<sup>1</sup>, Micha Hilbert<sup>2</sup>  
<sup>1</sup>University of Innsbruck, Innsbruck, Austria. <sup>2</sup>University of Münster, Münster, Germany

## Oral Session: Advancing Psychosocial Risk Management: Systems, Reform and Evidence

**08:30 - 10:00**      **Room U3032**      **Chair Daniel Mari Ripa**

- O69 International Perspectives on Policy Implementation for Psychosocial Risk Management in Workplaces  
Rachael Potter<sup>1</sup>, Michael Ertef<sup>2</sup>, Maureen Dollard<sup>1,3</sup>  
<sup>1</sup>University of South Australia, Adelaide, Australia. <sup>2</sup>Federal Institute for Occupational Safety and Health, Berlin, Germany. <sup>3</sup>University of Nottingham, Nottingham, United Kingdom
- O70 When Successful Prevention Undermines Itself: A Multi-Wave Experimental Test of the Non-Event Effect  
Pauline Halm, Jörg Felfe, Thomas Jacobsen  
Helmut-Schmidt-University / University of the Federal Armed Forces, Hamburg, Germany
- O71 From Checkbox to Change: Strengthening Psychosocial Risk Assessment through Research–practice Collaboration  
Miriam Rexroth<sup>1</sup>, Jan Dettmers<sup>2</sup>  
<sup>1</sup>German Social Accident Insurance Institution for the Raw Materials and Chemical Industry, Mainz, Germany. <sup>2</sup>FernUniversität in Hagen, Hagen, Germany

- O72 From Diagnosis to Intervention: Rethinking Psychosocial Risk Assessment in Contemporary Work in Portugal  
Sara Ramos<sup>1,2</sup>, Silvia Silva<sup>1,3</sup>  
<sup>1</sup>ISCTE-University Institute of Lisbon, Lisbon, Portugal. <sup>2</sup>Dinâmia'CET-Iscte, Lisbon, Portugal. <sup>3</sup>BRU-Iscte, Lisbon, Portugal
- O73 Psychosocial Risk Management in European enterprises: Insights, Drivers and Evolution from the ESENER Surveys (2009–2024).  
Daniel Ripa<sup>1</sup>, Luis Torres<sup>2</sup>, Aditya Jain<sup>2</sup>  
<sup>1</sup>Universidad Complutense de Madrid, Madrid, Spain. <sup>2</sup>University of Nottingham, Nottingham, United Kingdom

## Symposium: The Changing Face of Workload: The Role of Time in Occupational Health Psychology (Part 2): A Temporal Lens on the Work-Nonwork Interface

08:30 - 10:00 Room F3017 Chairs Miriam Schilbach, Jette Völker

- S112 Reconstructing the Weekend: Tracking Trajectories of Psychological Detachment Across the Weekend Using a Day Reconstruction Approach  
Verena C. Haun, Johanna Perzl  
 Julius-Maximilians-Universität Würzburg, Würzburg, Germany
- S113 Evening Recovery Across the Menstrual Cycle: Fluctuations in the Occurrence and Effectiveness of Working Women's Recovery Experiences  
Johanna Perzl<sup>1,2</sup>, Verena C. Haun<sup>1</sup>, Sofie Reitbauer<sup>3</sup>, Thomas Rigotti<sup>2,3</sup>  
<sup>1</sup>University of Würzburg, Würzburg, Germany. <sup>2</sup>Leibniz Institute for Resilience Research, Mainz, Germany. <sup>3</sup>Johannes Gutenberg-University Mainz, Mainz, Germany
- S114 Quantifying the Sunday Scaries - An Experience Sampling Study of Anticipation of Work and Trajectories of Tense Activation During Weekends and Workweeks  
Oliver Weigelt<sup>1</sup>, Leonie Bechtold<sup>2</sup>, Anabelle Bilo<sup>2</sup>, Lilly Dohrn<sup>1</sup>, Katja Siestrup<sup>2</sup>  
<sup>1</sup>University of Groningen, Groningen, Netherlands. <sup>2</sup>FemUniversität in Hagen, Hagen, Germany
- S115 When Flow Turns Sour: The Interplay of Flow and Workaholism on Recovery and Weekly Performance  
Kirsten Handschuch<sup>1</sup>, Lieke Ten Brummelhuis<sup>2</sup>, Corinna Peifer<sup>1</sup>  
<sup>1</sup>Universität zu Lübeck, Lübeck, Germany. <sup>2</sup>Simon Fraser University, Vancouver, Canada
- S116 Too Much to Handle? Trajectories of Work-Home Conflict as the Family Grows and the Impact on Parents' Mental Health  
Anja Baethge<sup>1</sup>, Susan Garthus-Niegel<sup>1,2</sup>, Nina M. Junker<sup>3</sup>  
<sup>1</sup>Medical School Hamburg, Hamburg, Germany. <sup>2</sup>TU Dresden, Dresden, Germany. <sup>3</sup>University of Oslo, Oslo, Norway
- S117 Segmentation Preference Trajectories Over Time and Their Consequences for Job Satisfaction and Performance  
Nina M. Junker<sup>1</sup>, Nicolas Mueller<sup>2</sup>, Kristine Lescoeur<sup>3</sup>, Wendy Nilsen<sup>3</sup>  
<sup>1</sup>University of Oslo, Oslo, Norway. <sup>2</sup>Aalen University of Applied Sciences, Aalen, Germany. <sup>3</sup>Oslo Metropolitan University, Oslo, Norway

## Oral Session: Mental Health and the Workplace II

08:30 - 10:00 Room F3005

Chair Ilke Inceoglu

- O74 Identity Impacts of Crafting in Multiple Life Domains Among Employees with Chronic Illness: A Mixed Methods Study  
*Kenzie Dye, Steve Jex*  
*University of Central Florida, Orlando, USA*
- O75 Early Identification and Prevention of Mental Health Risks in First Responders: The AMES Wellness Check Model  
*Israel Sánchez-Cardona<sup>1,2</sup>, Bianca Channer<sup>1,2</sup>, Katherine Moore<sup>1,2</sup>, Brian Moore<sup>1,2</sup>, Edwin Trejo-Rivera<sup>3</sup>, Tyler Collette<sup>1,2</sup>, Chris Hess<sup>1,2</sup>, Kristin Horan<sup>1,2</sup>*  
*<sup>1</sup>Kennesaw State University, Kennesaw, USA. <sup>2</sup>Center for the Advancement of Military and Emergency Service Research, Kennesaw, USA. <sup>3</sup>University of Connecticut, Connecticut, USA*
- O76 Managing Return to Work after Mental Health Issues: A Systematic Review of the Managers' Role  
*Thomas Pirsoul, Sara Çaliskan, Michaël Parmentier*  
*University of Liège, Liège, Belgium*
- O77 Mental Health Supportive-Supervisor Behaviours: Measurement Development and Validation  
*Leslie Hammer<sup>1,2</sup>, Shalene Allen<sup>3</sup>, Krista Brockwood<sup>1</sup>, Jennifer Dimoff<sup>4</sup>*  
*<sup>1</sup>Oregon Health & Science University, Portland, USA. <sup>2</sup>Portland State University, Portland, USA. <sup>3</sup>Kansas State University, Manhattan, USA. <sup>4</sup>University of Ottawa, Ontario, Canada*
- O78 The Crafting Playbook: Promoting Sustainable Workability for Employees with Mental Health Issues through a Needs-Based Job Crafting Intervention  
*Philipp Kerksieck<sup>1</sup>, Alexandra Huber<sup>2</sup>, Pascale Eigensatz<sup>2</sup>, Iseut Von Tavel<sup>2</sup>, Georg F. Bauer<sup>1</sup>*  
*<sup>1</sup>University of Zurich, Zurich, Switzerland. <sup>2</sup>Social Insurance Institution of the Canton of Zurich (SVA Zurich), Zurich, Switzerland*
- O79 A Qualitative Study on the Experiences of Meaningful Work in the Contemporary Workplace  
*Nathalie Saade*  
*American University of Beirut, Beirut, Lebanon*

## Oral Session: Teleworking and Well-being II

08:30 - 10:00 Studium 1 (F3020)

Chair Jessica Lang

- O80 How Care Responsibilities Influence Hybrid Work Patterns and Thriving: Perceived Location Flexibility and Job Level Matter  
*Bichen Guan<sup>1</sup>, Nicole Gillespie<sup>2</sup>, Caroline Knight<sup>3</sup>, Stacey L. Parker<sup>3</sup>*  
*<sup>1</sup>La Trobe University, Melbourne, Australia. <sup>2</sup>The University of Melbourne, Melbourne, Australia. <sup>3</sup>The University of Queensland, Brisbane, Australia*

- O81 Psychosocial Risks in Remote Work: A multi-study Report  
*Jessica Lang, Clara Picker-Roesch, Thomas Kraus, Annika Honings*  
*RWTH Aachen University, Aachen, Germany*
- O82 Feeling Worse After Doing More: Negative Affect as a Momentary Mediator Linking Technology-Assisted Supplemental Work and Recovery Experience  
*Tomas Kratochvil, Martin Vaculik*  
*Masaryk University, Brno, Czech Republic*
- O83 Occupational Differences in Perceived Organizational Justice in Sweden: Insights From Hybrid and On-Site Work Contexts  
*Paraskevi Peristera<sup>1</sup>, Constanze Eib<sup>2</sup>, Constanze Leineweber<sup>1</sup>*  
*<sup>1</sup>Stockholm University, Stockholm, Sweden. <sup>2</sup>Stockholm School of Economics, Stockholm, Sweden*
- O84 Initiate or React? Opposing Effects of Self-Initiated vs. Other-Initiated Communication on Hybrid Worker Well-Being  
*Laura Lai*  
*King's College London, London, United Kingdom*
- O85 Linking Family-Supportive Organizational Culture, Supervisor Behaviour, and Work-Nonwork Boundary Resources: Longitudinal Evidence from Teleworkers and Office-Based Employees  
*Rita Jakštienė, Jurgita Lazauskaitė-Zabielské, Arūnas Žiedelis, Ieva Urbanavičiūtė*  
*Vilnius University, Vilnius, Lithuania*

## Oral Session: Antecedents of Stress and Well-being II

**08:30 - 10:00      Room F3010      Chair Elinor O'Connor**

- O86 The Daily Demands-Abilities Fit Cycle—A Diary Study on Fit, Depleted Resources, and Fit Anticipations  
*Fabienne Partsch*  
*University of Mannheim, Mannheim, Germany*
- O87 Work Engagement, Workaholism, and Recovery Experiences: A Reciprocal Model of Work Attitudes and Recovery  
*Fuad Hamsyah<sup>1</sup>, Keiko Sakakibara<sup>2</sup>, Masahito Tokita<sup>3</sup>, Michiko Kawada<sup>4</sup>, Daisuke Miyataka<sup>5,6</sup>, Akihito Shimazu<sup>5</sup>*  
*<sup>1</sup>Universitas Gadjah Mada, Yogyakarta, Indonesia. <sup>2</sup>Toyo University, Tokyo, Japan. <sup>3</sup>Keio Research Institute at SFC, Fujisawa, Japan. <sup>4</sup>Chiba University of Commerce, Chiba, Japan. <sup>5</sup>Keio University, Fujisawa, Japan. <sup>6</sup>Better Option, Inc, Tokyo, Japan*
- O88 Understaffing, Unreasonable Tasks, and Moral Injury: A Within-Person Study of Nurses  
*Shani Pindék<sup>1</sup>, Kailey Meyer<sup>2</sup>, Brent Reed<sup>2</sup>, Maryana Arvan<sup>3</sup>*  
*<sup>1</sup>Hofstra University, Hempstead, NY, USA. <sup>2</sup>University of North Carolina, Charlotte, NC, USA. <sup>3</sup>University of South Florida, Tampa, FL, USA*
- O89 Job Search and Mental Health During Unemployment: Longitudinal Findings on the Impact of Formal and Relationship-Oriented Search Intensity  
*Monika Mlynek<sup>1</sup>, Karsten Paul<sup>1,2</sup>, Andrea Zechmann<sup>2</sup>*  
*<sup>1</sup>Johannes Kepler University Linz, Linz, Austria. <sup>2</sup>Friedrich-Alexander University Erlangen-Nürnberg, Nuremberg, Germany*

- O90 Understanding Work-Related Stress in Employees with Chronic Illness: A Resource-Based Systematic Scoping Review  
Giulia Foti<sup>1</sup>, Silvia Profili<sup>1</sup>, Stevan Hobfoll<sup>2</sup>, Valentina Sommovigo<sup>3</sup>  
<sup>1</sup>European University of Rome, Roma, Italy. <sup>2</sup>STAR: Stress, Anxiety, and Resilience Consultants, Salt Lake City, UT, USA. <sup>3</sup>University of Pavia, Pavia, Italy
- O91 Diagnosing Psychosocial Risk Across Levels: A Mixed-Methods Approach  
Maximiliano Escaffi-Schwarz<sup>1</sup>, Hector Madrid<sup>2</sup>, Cristian Vasquez<sup>3</sup>, Rita Davidson<sup>4</sup>  
<sup>1</sup>Universidad Diego Portales, Santiago, Chile. <sup>2</sup>Universidad Adolfo Ibañez, Santiago, Chile. <sup>3</sup>The University of Sheffield, Sheffield, United Kingdom. <sup>4</sup>Universidad de Santiago, Santiago, Chile

## Oral Session: Job Satisfaction, Performance and Well-being

**08:30 - 10:00 Room U4075**

**Chair Paweł Jurek**

- O92 The PATH to Team Thriving: A Multi-level Study of Team Predictors of Well-Being and Performance in Hybrid Work Contexts  
Cass Coulston<sup>1</sup>, Sukhi Shergill<sup>1,2</sup>, Ricardo Twumasi<sup>1</sup>, Myanna Duncan<sup>1</sup>  
<sup>1</sup>King's College London, London, United Kingdom. <sup>2</sup>Kent and Medway Medical School, Canterbury, United Kingdom
- O93 Psychosocial Safety Climate and Job Satisfaction in the Chilean Educational Context: The Role of Procedural Justice as a Mediator and Emotional Demands as a Moderator  
Viviana Rodríguez<sup>1</sup>, Claudia Paz Pérez-Salas<sup>2</sup>, Miguel Muñoz<sup>3</sup>  
<sup>1</sup>Universidad de Valparaíso, Valparaíso, Chile. <sup>2</sup>Universidad de Concepción, Concepción, Chile. <sup>3</sup>Lancaster University, Lancaster, United Kingdom
- O94 How is Finland Doing? Development of Well-being at Work from late 2019 to Summer 2025  
Jie Li<sup>1</sup>, Sampo Suutala<sup>2</sup>, Jari Hakanen<sup>1</sup>, Janne Kaltiainen<sup>1</sup>  
<sup>1</sup>Finnish Institute of Occupational Health, Helsinki, Finland. <sup>2</sup>University of Helsinki, Helsinki, Finland
- O95 Quick Returns – Effects on Sleep, Sleepiness and Cognitive Performance. A Quasi-experimental Field Study  
Kristin Öster<sup>1</sup>, Marie Söderström<sup>1,2</sup>, Philip Tucker<sup>3,2</sup>, John Axelsson<sup>2,1</sup>, Göran Kecklund<sup>2</sup>, Anna Dahlgren<sup>1,2</sup>  
<sup>1</sup>Karolinska Institutet, Solna, Sweden. <sup>2</sup>Stockholm University, Stockholm, Sweden. <sup>3</sup>Swansea University, Swansea, United Kingdom
- O96 Methodological Challenges in Activating Workplace Climate: Evidence From Two Experimental Studies on Communitarity and Turnover Intention  
Paweł Jurek, Klaudia Bochniarz  
 University of Gdańsk, Gdańsk, Poland
- O97 Work Environment Determinants of Well-Being in Long-Term Care: Age-Moderated Effects?  
Antero Olakivi<sup>1</sup>, Visa Väisänen<sup>2</sup>, Henrika Karhulahti-Nordström<sup>2</sup>, Salla Ruotsalainen<sup>2</sup>, Vilhelmiina Lehto-Niskala<sup>1</sup>, Timo Sinervo<sup>2</sup>  
<sup>1</sup>University of Helsinki, Helsinki, Finland. <sup>2</sup>The Finnish Institute for Health and Welfare, Helsinki, Finland

## Workshop: Steps Toward the Good Society: Sustainability, Democracy and Work Stress-Health (Part 2)

08:30 - 10:00 Room F3006

Chairs Robert Karasek, Loic Lerouge

This workshop attempts to “Train You as the Trainer:” Your active future initiatives are the purpose of the Workshop’s two-day Program. Thus, both day’s workshop participation are needed – for participants to “digest” both their personal perspectives – and develop new approaches. See abstract for more details. Places are limited: please sign up beforehand [here](#).

## Education Forum - ECR Session: Digitalisation (closed session)

08:30 - 10:00 Studium 3 (F3022c)

Chair Mariella Miraglia

- EC10 Private ICT Use During Work Hours - Can One’s Appraisal Explain the Enriching and Conflicting Processes Between Home and Work?  
*Ann-Katrin Wolf, Carmen Binnewies*  
*University of Münster, Münster, Germany*
- EC11 Exploring Multidimensional Challenges in Labour Inspection: A Qualitative Interview Study  
*Giulia La Rocca*  
*Bundesanstalt für Arbeitsschutz und Arbeitsmedizin, Berlin, Germany*
- EC12 Fostering Resilience in Teachers facing Stress from Digitalization: Preliminary Results from a Mixed-Methods-Study with Swiss Teachers  
*Jari Cianci, Achim Elfering, Tina Hascher*  
*University of Bern, Bern, Switzerland*
- EC13 Digital Nomads and Tech-Mediated Belonging: Psychological Need Satisfaction and Work-Related Well-Being in a Mobile Professional Community  
*Jenna Bergdahl<sup>1</sup>, Emmi Koskinen<sup>2</sup>*  
*<sup>1</sup>Tampere University, Tampere, Finland. <sup>2</sup>University of Helsinki, Helsinki, Finland*

## Coffee Break

10:00 - 10:30 University of Helsinki Hall

## Symposium: Keeping Burnout Cool: Four Fresh Perspectives on Burnout

10:30 - 11:30 Room F2044 (Auditorium) Chairs H. de Witte, B. Fleuren, V. Sagmeister

- S118 Tracing Burnout in Motion: A Temporal Network Perspective on Job Demands and Job Resources  
*Femke Legroux, Aleksander Banasik, Tim Vantilborgh, Sara De Gieter*  
*Vrije Universiteit Brussel, Brussels, Belgium*
- S119 Developing a Tool to Measure Burnout as a Symptom Network  
*Valentina Sagmeister, Sara De Gieter, Tim Vantilborgh*  
*Vrije Universiteit Brussel, Brussels, Belgium*

- S120 Burnout Treatment from a Dynamic and Relational Perspective  
Paul Castelijns<sup>1,2</sup>, Peter Kuppens<sup>3</sup>, Lesley Verhofstadt<sup>1</sup>  
<sup>1</sup>University of Ghent, Ghent, Belgium. <sup>2</sup>Interactie Academie, Antwerp, Belgium. <sup>3</sup>KU Leuven, Leuven, Belgium
- S121 When the Employment Abyss Stares Back: Existential Concerns as Potential Cognitive Pathway to Burnout  
Bram Fleuren<sup>1</sup>, Carolin Lubosch<sup>1</sup>, Charlotte Rodriguez Conde<sup>2,3</sup>  
<sup>1</sup>Maastricht University, Maastricht, Netherlands. <sup>2</sup>Katholieke Universiteit Leuven, Leuven, Belgium. <sup>3</sup>Université catholique de Louvain, Louvain-la-Neuve, Belgium

### Oral Session: Developments and Challenges in National Policies on Psychosocial Risks and Mental Health at Work

**10:30 - 11:30 Room F4050 (Small Hall) Chairs Stavroula Leka, Nayla Glaise**

- O98 Clarifying Legal Requirements for the Psychosocial Work Environment in Norway  
Karoline Grødal, Kristin Johansen Cock, Hanne Margrethe Meldal, Gunn Robstad Andersen, Tonje Faanes, Monica Seem  
Norwegian Labour Inspection Authority, Trondheim, Norway
- O99 Psychosocial Risk Assessment - Research, Regulation and Practice  
Katja Schuller  
Federal Institute for Occupational Safety and Health (BAuA), Berlin, Germany
- O100 Legislative and Enforcement Approaches to Psychosocial Risks at Work in Greece: Compliance Does Not Equal Prevention  
Katerina Georganta  
University of Ioannina, Ioannina, Greece
- O101 Examining the Policy Landscape on Psychosocial Risks at Work in Portugal  
Silvia da Silva  
Instituto Universitário de Lisboa, Lisbon, Portugal

### Symposium: Bringing Safety to Scale: Examining Macro and Micro Influences on Health and Safety Outcomes

**10:30 - 11:30 Room F3003 Chair Julian Barling, Alyssa Grocott**

- S122 Differentiating the Bidirectional Relationship between Mental Health Challenges and Work Injuries: Evidence from the Canadian Longitudinal Study on Aging  
Steve Granger<sup>1</sup>, Nick Turner<sup>2</sup>  
<sup>1</sup>Concordia University, Montreal, Canada. <sup>2</sup>University of Calgary, Calgary, Canada
- S123 Mutual Gains or Conflicting Outcomes? High-Performance Work Systems and Competing Pathways to Injury  
Alyssa Grocott<sup>1</sup>, Steve Granger<sup>2</sup>, Nick Turner<sup>1</sup>, Thomas O'Neill<sup>1</sup>  
<sup>1</sup>University of Calgary, Calgary, Canada. <sup>2</sup>Concordia University, Montreal, Canada
- S124 From the Stock Exchange to the Shop Floor: Mapping Macro-Level Determinants of Workplace Safety and Safety Outcomes  
Anna Dawson, Nick Turner  
University of Calgary, Calgary, Canada

- S125 Persisting Serious Injuries and Fatalities: How Can We Help?  
Thomas O'Neill, Samantha Jones  
 University of Calgary, Calgary, Canada

### Symposium: Developing Compassionate Workplaces: Early Findings From the EU-CoWork Project on Supporting Employees Through End-of-Life Experiences

**10:30 - 11:30 Room U3032 Chair Cristian Vasquez**

- S126 The Impact of Organizational Compassion on Employee Outcomes: A Meta-Analysis  
Irene Nikandrou, Leda Panayotopoulou, Erifili Chatzopoulou  
 Athens University of Economics and Business (AUEB), Athens, Greece
- S127 Supporting Workers Through Illness, Caregiving, and Bereavement: A Scoping Review of Organizational Interventions  
Cristian Vasquez<sup>1</sup>, Dzenana Pupic<sup>2</sup>, Linea Öman Olsson<sup>3</sup>, Malin Eneslätt<sup>3</sup>, Lida Panagiotopoulou<sup>4</sup>, Deborah De Moortel<sup>5</sup>, Steven Vanderstichelen<sup>5</sup>, Carol Tishelman<sup>6</sup>  
<sup>1</sup>The University of Sheffield, Sheffield, United Kingdom. <sup>2</sup>University of Graz, Graz, Austria. <sup>3</sup>Lulea University of Technology, Lulea, Sweden. <sup>4</sup>Athens University of Economics and Business, Athens, Greece. <sup>5</sup>Vrije Universiteit Brussel, Brussel, Belgium. <sup>6</sup>Karolinska Institutet, Stockholm, Sweden
- S128 Sensemaking in Compassionate Workplace Interventions: Organizational Memory, Prospective Sensemaking, and Change Capability  
Sofia Topakas<sup>1</sup>, Cristian Vasquez<sup>1</sup>, Tiziana Sardiello<sup>2</sup>, Anna Jansson<sup>2</sup>, Dzenana Pupic<sup>3</sup>, Deborah De Moortel<sup>4</sup>, Erifili Chatzopoulou<sup>5</sup>  
<sup>1</sup>Sheffield University Management School, Sheffield, United Kingdom. <sup>2</sup>Lulea University of Technology, Lulea, Sweden. <sup>3</sup>University of Graz, Graz, Austria. <sup>4</sup>Vrije Universiteit Brussel, Brussels, Belgium. <sup>5</sup>Athens University of Economics and Business, Athens, Greece
- S129 Compassionate Workplaces in Austria: Supporting Employees Through Chronic Illness, Caregiving, Death, Grief and Loss  
Dzenana Pupic, Kristina Kreimer, Klaus Wegleitner  
 University of Graz, Graz, Austria

### Symposium: The Dark Side of Hybrid Work: Hidden Costs for Well-Being, Equity, and Careers

**10:30 - 11:30 Room F3017 Chairs Laurenz Meier, Wladislaw Rivkin, Dana Unger**

- S130 When the Work Environment Doesn't Fit: Daily Misfit Experiences in Relation to Work and Personal Life  
Anne Kellenter<sup>1</sup>, Laurenz Meier<sup>1</sup>, Michaela Knecht<sup>2</sup>  
<sup>1</sup>University of Neuchâtel, Neuchâtel, Switzerland. <sup>2</sup>University of Applied Sciences and Arts Northwestern Switzerland, Olten, Switzerland
- S131 Does Hybrid Work Come at the Cost of Career Success? The Roles of Professional Isolation and Regular Communication  
Eleni Giannakoudi, Anita C. Keller, Susanne Scheibe, Jessica de Bloom  
 University of Groningen, Groningen, Netherlands

- S132 The Gendered Consequences of Working from Home on Family and Career Performance of Dual-Earners  
Vera M. Schweitzer<sup>1</sup>, Jakob Stollberger<sup>2</sup>, Maral Darouei<sup>3</sup>, Laura M. Giurge<sup>4</sup>  
<sup>1</sup>University of Konstanz, Konstanz, Germany. <sup>2</sup>Durham University, Durham, United Kingdom. <sup>3</sup>Vrije Universiteit Amsterdam, Amsterdam, Netherlands. <sup>4</sup>London School of Economics and Political Science, London, United Kingdom
- S133 Richer Media, Greater Harm? A Multilevel Examination of the Role of Media Richness on the Work and Non-Work Consequences of Workplace Bullying  
Mingda Huo, Wladislaw Rivikin  
 Trinity College Dublin, Dublin, Ireland

**Symposium: Examining Context in Organizational Interventions: Advancing the Effect Modifier Assessment (EMA) Method for Understanding Change Processes**

**10:30 - 11:30 Room F3005 Chair Kasper Edwards**

- S134 How Many EMA Workshops Are Enough? Assessing the Reliability and Saturation of Effect Modifier Assessment Data  
Kasper Edwards  
 Technical University of Denmark, Ballerup, Denmark
- S135 Cross-Sector Lessons from Effect Modifier Assessment (EMA): Understanding Context in Organizational Interventions across Workforce Sectors  
Mazen El Ghaziri<sup>1</sup>, Serena Rice<sup>1</sup>, Alicia Kurowski<sup>1</sup>, James Hughes<sup>2</sup>, Yuliana Garcia<sup>1</sup>, Suzanne Nobrega<sup>1</sup>, Laura Punnett<sup>1</sup>  
<sup>1</sup>University of Massachusetts Lowell, Lowell, USA. <sup>2</sup>University of Connecticut, Storrs, USA
- S136 Supplementing the EMA with a Context Analysis Protocol for Interpretation of Findings  
Suzanne Nobrega<sup>1</sup>, Laura Punnett<sup>1</sup>, Mazen El Ghaziri<sup>1</sup>, Serena Rice<sup>1</sup>, Kasper Edwards<sup>2</sup>  
<sup>1</sup>University of Massachusetts Lowell, Lowell, USA. <sup>2</sup>Technical University of Denmark, Kongens Lyngby, Denmark

**Symposium: Advancing Understanding of Work-Related Trauma: Exploring Interventions, Growth and Extra-Organizational Trauma**

**10:30 - 11:30 Studium 1 (F3020) Chair Rashi Dhensa-Kahlon**

- S137 The Effectiveness of Trauma Awareness and Peer-Led Hot Debriefing for Anaesthetists Following Adverse Clinical Events  
Fiona Frost<sup>1,2</sup>, Kevin Teoh<sup>2</sup>, Rashi Dhensa-Kahlon<sup>2</sup>  
<sup>1</sup>University of Nottingham, Nottingham, United Kingdom. <sup>2</sup>Birkbeck, University of London, London, United Kingdom
- S138 Embedding Compassion in the System: Development and Piloting of an Intervention to Reduce Empathy-Based Stress in Adolescent Mental Health Ward Staff  
Lucy Maddox  
 University of Bath, Bath, United Kingdom

- S139 Narratives of Transformation following Workplace Injustice  
*Rashi Dhensa-Kahlon*<sup>1</sup>, *Jacqueline Coyle-Shapiro*<sup>2,3</sup>, *Debra Shapiro*<sup>4</sup>  
<sup>1</sup>*Birkbeck, University of London, London, United Kingdom.* <sup>2</sup>*London School of Economics, London, United Kingdom.* <sup>3</sup>*University of California San Bernardino, California, USA.* <sup>4</sup>*University of Maryland, Maryland, USA*
- S140 The Psychosocial Working Environment as Context for Posttraumatic Growth after Extra-Organizational Trauma  
*Megan Ramsell*  
*Birkbeck, University of London, London, United Kingdom*

### Symposium: Workplace Coaching Mechanisms and Outcomes: Zooming In and Out from Coaching Sessions to Thriving at Work

**10:30 - 11:30 Room F3010 Chairs A. Stojanović, M. van den Heuvel, E. van Hooft**

- S141 From Screen to Scene: An Exploration of Positive Effects and Challenges of Online to Face-to-Face Coaching Transitions in Blended Coaching  
*Natalie Michalik, Carsten Schermuly*  
*SRH University of Applied Sciences, Berlin, Germany*
- S142 Aligned Coaching Approaches: Uncovering the Roles of Goal Level and Coachees' Cognitive Needs and Preferences  
*Ana Stojanović*<sup>1</sup>, *Daan Fris*<sup>2</sup>, *Edwin van Hooft*<sup>3</sup>, *Matthijs de Hoog*<sup>1</sup>, *Anne de Pagter*<sup>1</sup>  
<sup>1</sup>*Erasmus MC, Rotterdam, Netherlands.* <sup>2</sup>*Open University, Heerlen, Netherlands.* <sup>3</sup>*University of Amsterdam, Amsterdam, Netherlands*
- S143 Thwarted Thriving: How Coaching Can Support PhD-Students' Functioning at Work  
*Daan Fris*<sup>1</sup>, *Edwin Van Hooft*<sup>2</sup>, *Matthijs de Hoog*<sup>3</sup>, *Anne de Pagter*<sup>4,3</sup>  
<sup>1</sup>*Open University, Heerlen, Netherlands.* <sup>2</sup>*University of Amsterdam, Amsterdam, Netherlands.* <sup>3</sup>*Erasmus MC, Rotterdam, Netherlands.* <sup>4</sup>*Leiden University Medical Center, Leiden, Netherlands*
- S144 Enhancing Prosocial Work Behaviours Through Coaching: The Role of Personal Resources  
*Lara Solms*<sup>1</sup>, *Ana Stojanovic*<sup>1,2</sup>, *Edwin van Hooft*<sup>1</sup>, *Monique van Dijk*<sup>2</sup>, *Hilda Mekelenkamp*<sup>3</sup>, *Matthijs de Hoog*<sup>2</sup>, *Anne de Pagter*<sup>3</sup>  
<sup>1</sup>*University of Amsterdam, Amsterdam, Netherlands.* <sup>2</sup>*Erasmus Medical Center, Rotterdam, Netherlands.* <sup>3</sup>*Leiden University Medical Center, Leiden, Netherlands*

### Symposium: How Did We Get Here? Antecedents of Self-Endangering Work Behaviour, Their Boundary Conditions, and Implications for Well-Being

**10:30 - 11:30 Room U4075 Chairs Gordon Adami, Jan Dettmers, Marvin Schröder**

- S145 Understanding the Antecedents of Self-Endangering Work Behaviours from an Event-Based Perspective: A Diary Study Among Mental Health Professionals  
*Sara Tement, Tina Kos, Marina Horvat*  
*University of Maribor, Maribor, Slovenia*

- S146 It Wasn't Me! Emotional and Behavioural Reactions to Daily Underperformance through the Lens of Blame  
Sarah Foeller, Anne Casper  
*Freie Universität Berlin, Berlin, Germany*
- S147 A Stress-as-Offense-to-Self Perspective on Self-Endangering Work Behaviours: Evidence from a 10-Day Diary Study  
Gordon Adami<sup>1</sup>, Marvin Schröder<sup>2</sup>, Nicole Deci<sup>3</sup>, Jan Dettmers<sup>1</sup>, Andreas Krause<sup>4</sup>, Jana Kühnel<sup>2</sup>  
<sup>1</sup>FernUniversity Hagen, Hagen, Germany. <sup>2</sup>Goethe University Frankfurt, Frankfurt am Main, Germany. <sup>3</sup>University of Labour, Frankfurt am Main, Germany. <sup>4</sup>University of Applied Sciences and Arts Northwestern Switzerland, Olten, Switzerland
- S148 Self-Endangering Work Behaviour in People With ADHD Symptoms: Development and Validation of a Scale  
Johanna Kreft<sup>1</sup>, Volker Kaul<sup>1</sup>, Kerstin Erda<sup>2,3</sup>  
<sup>1</sup>FernUniversität in Hagen, Hagen, Germany. <sup>2</sup>University of Gothenburg, Gothenburg, Sweden. <sup>3</sup>Sahlgrenska University Hospital, Västra Götaland, Sweden

## Keynote: Employee Well-being, Threats, and Solutions – Research and Practical Tools (Hybrid Session)

**11:45 - 12:30 Great Hall Chair EAOHP Executive Committee**

- K1 Employee Well-being, Threats, and Solutions – Research and Practical Tools  
Jari Hakanen  
*University of Helsinki, Helsinki, Finland*

## Lunch

**12:30 - 14:00 University of Helsinki Agora Hall**

## Poster Session: Intervention Evaluation

**12:30 - 14:00 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P65 Positive and Negative Affect at Work as Daily Drivers of Promotion - and Prevention-Focused Job Crafting  
Lukasz Kapica, Lukasz Baka  
*Central Institute for Labour Protection - National Research Institute, Warsaw, Poland*
- P66 Unpacking What Sustains Teachers' Work Ability: A Comprehensive Examination of Theoretically and Empirically Derived Antecedents  
Petr Hlado<sup>1</sup>, Tomáš Lintner<sup>1,2</sup>, Klara Harvankova<sup>1</sup>  
<sup>1</sup>Masaryk University, Brno, Czech Republic. <sup>2</sup>Institute of Psychology of the Czech Academy of Sciences, Prague, Czech Republic

- P67 Exploring Work Ability Assessment from the Practitioner's Perspective - Occupational Health Teams Experiences of Implementation  
Marie-Louise Pauhlson<sup>1,2</sup>, Teresia Nyman<sup>1,2</sup>, Magnus Svartengren<sup>1,2</sup>, Kristina Eliasson<sup>1,2</sup>, Therese Hellman<sup>1,2</sup>  
<sup>1</sup>Uppsala University, Uppsala, Sweden. <sup>2</sup>Uppsala University Hospital, Uppsala, Sweden
- P68 The Educator Well-being Program – Improving the Mental Health of U.S. Elementary Teachers  
Jennifer Cavallari<sup>1</sup>, Megan Miskovsky<sup>2</sup>, Matt Brennan<sup>1</sup>, Amanda Hiner<sup>2</sup>, Rebecca Gore<sup>3</sup>, Alicia Dugan<sup>1</sup>  
<sup>1</sup>University of Connecticut, Farmington, USA. <sup>2</sup>University of Connecticut, Storrs, USA. <sup>3</sup>University of Massachusetts at Lowell, Lowell, USA
- P69 Beyond Effectiveness: Participant Satisfaction and Perceived Value of the Belgian Fedris Burnout Prevention Program  
Aurélie Caron<sup>1</sup>, Isabelle Hansez<sup>1</sup>, Cloé Lehaen<sup>1</sup>, Céline Leclercq<sup>1</sup>, Caroline Dendoncker<sup>2</sup>, Karolien Kerckhofs<sup>2</sup>, Florence Lebrun<sup>2</sup>, Ingrid Leroux<sup>2</sup>, Déborah Mennequier<sup>2</sup>, Shana Vrancken<sup>3</sup>, Lutgart Braeckman<sup>4</sup>  
<sup>1</sup>University of Liège, Liège, Belgium. <sup>2</sup>Federal Agency for Occupational Risks (Fedris), Bruxelles, Belgium. <sup>3</sup>Arteveldehogeschool, Ghent, Belgium. <sup>4</sup>University of Ghent, Ghent, Belgium
- P70 Strengthening Emotional Labour Competence in Customer Interactions: Concept and Evaluation Design of a Digital Training Program for Service Workers  
Louisa Schuettke, Marcel Kern  
Ruhr University Bochum, Bochum, Germany
- P71 Beyond the Individual: A Socially Embedded Model of Job Crafting  
Rita Davidson<sup>1</sup>, Maximiliano Escaffi-Schwarz<sup>2</sup>  
<sup>1</sup>University of Santiago of Chile (USACH), Santiago, Chile. <sup>2</sup>Diego Portales University, Santiago, Chile
- P72 Leadership Training for Fostering Telework-Life Balance in Hybrid Settings  
Núria Tordera, Puentes Alexandra, José M. Peiró, Isabel Rodríguez  
IDOCAL. Universitat de València, València, Spain

## Poster Session: Psychometrics in Occupational Health Psychology

**12:30 - 14:00 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P73 Advancing Mental Health at Work through Integrative Prevention: Development and Validation of an Assessment Tool  
Andrée Anne Drolet<sup>1,2</sup>, Alexandra Lecours<sup>1,2</sup>, Marie-Eve Major<sup>3</sup>, Valérie Lederer<sup>4</sup>, Claude Vincent<sup>3,2</sup>, Christian Longtin<sup>5</sup>  
<sup>1</sup>Université du Québec à Trois-Rivières, Trois-Rivières, Canada. <sup>2</sup>Centre interdisciplinaire de recherche en réadaptation et intégration sociale, Québec, Canada. <sup>3</sup>Université Laval, Québec, Canada. <sup>4</sup>Université du Québec en Outaouais, Gatineau, Canada. <sup>5</sup>Université McGill, Montréal, Canada
- P74 Beyond Perception: Measuring and Validating Usable Autonomy at Work  
Stephan Salber, Renate Rau  
Martin-Luther-University Halle-Wittenberg, Halle/Saale, Germany

- P75 DPQ-Short: A Research-Based Questionnaire for Psychosocial Risk Assessment  
Thomas Clausen<sup>1</sup>, Simone Vestergaard Christiansen<sup>1</sup>, Jeppe Karl Busk Sørensen<sup>1</sup>,  
Reiner Rugulies<sup>2,3</sup>  
<sup>1</sup>National Research Centre of the Working Environment, Copenhagen, Denmark.  
<sup>2</sup>National Research Centre for the Working Environment, Copenhagen, Denmark.  
<sup>3</sup>University of Copenhagen, Copenhagen, Denmark
- P76 Assessing Wellness Climate in First Responder Agencies: Psychometric Evaluation  
of a New Brief Scale  
Israel Sánchez-Cardona<sup>1,2</sup>, Edwin Trejo-Rivera<sup>3</sup>, Bianca Channer<sup>1,2</sup>, Maria Vera<sup>4</sup>,  
Katherine Moore<sup>1,2</sup>, Tyler Collette<sup>1,2</sup>, Chris Hess<sup>1,2</sup>, Thomas Hodges<sup>1,2</sup>  
<sup>1</sup>Kennesaw State University, Kennesaw, USA. <sup>2</sup>Center for the Advancement of Military  
and Emergency Service Research, Kennesaw, USA. <sup>3</sup>University of Connecticut,  
Connecticut, USA. <sup>4</sup>Universidad Pablo de Olavide, Seville, Spain
- P77 Job Demands–Resources Framework-Informed Evaluation of Work-Related Stress in  
Retail and Cleaning Services: Development and Preliminary Validation of an Ad-Hoc  
Questionnaire in Belluno, Italy  
Margherita Brondino, Camilla Marossi  
University of Verona, Verona, Italy

## Poster Session: Work-life Balance and Work-family Conflict

**12:30 - 14:00 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P78 Measuring the (Mis-)Match: Validation of the Balance-Match Index as an Indirect  
Resource-Based Approach to Work-Nonwork Balance  
Paula Lambert, Dorota Reis  
Saarland University, Saarbrücken, Germany
- P79 The Dawn of the Workday: The Nature of Morning Routines and Their Relationship to  
Reattachment  
Elisa Lopper, Marilu Tripler-Hornbach, Sophie Pöhler, Alexandra Haas  
Humboldt-Universität zu Berlin, Berlin, Germany
- P80 Linking Work-Life Interface with Stress and Flow: Insights from a Diary Study Using  
Wearable Technology  
Anna Aumüller, Andreas Winklbauer, Barbara Stiglbauer, Bernad Batinic  
Johannes Kepler Universität, Linz, Austria
- P81 Close Ties, Clear Boundaries? Effects of Boundary Preference Fit Between  
Workplace Friends on Job Satisfaction, Role Conflict, and Work-Life Balance  
Selina S. Richter<sup>1</sup>, Anna Riehle<sup>1</sup>, Julia A. M. Reif<sup>2</sup>, Nina M. Junker<sup>3</sup>  
<sup>1</sup>Ludwig-Maximilians-Universität München, Munich, Germany. <sup>2</sup>Universität der  
Bundeswehr München, Neubiberg, Germany. <sup>3</sup>University of Oslo, Oslo, Norway
- P82 Crafting the Transition Home: Daily Needs-Based Job Crafting, Detachment from  
Work, and Reattachment in Parents Returning to Work  
Andrew Durand<sup>1</sup>, Julie Menard<sup>1</sup>, Jessica de Bloom<sup>2</sup>, Diane-Gabrielle Tremblay<sup>3</sup>  
<sup>1</sup>Université du Québec à Montréal, Montréal, Canada. <sup>2</sup>University of Groningen,  
Groningen, Netherlands. <sup>3</sup>Université TÉLUQ, Montréal, Canada

## Poster Session: Antecedents of Stress and Well-being

12:30 - 14:00 University of Helsinki Agora Hall Chair EAOHP Executive Committee

- P83 Measuring Working-Time Quality in Elderly Care: Development and Psychometric Validation of the Dutch Work Time Control and Work Hours Satisfaction Scales  
Annet de Lange<sup>1,2,3</sup>, Sait Gürbüz<sup>4</sup>, Marit Christensen<sup>5</sup>, Trude Furunes<sup>3</sup>  
<sup>1</sup>Open University, Heerlen, Netherlands. <sup>2</sup>Norwegian University of Science and Technology, Trondheim, Norway. <sup>3</sup>University of Stavanger, Stavanger, Norway. <sup>4</sup>Hanze University of Applied Sciences, Groningen, Netherlands. <sup>5</sup>Norwegian University of Science and Technology, Trondheim, Spain
- P84 How Workplace Mistreatment Undermines Next-Day Work Meaningfulness: The Role of Daily Emotional Exhaustion and Person-Level Job Burnout  
Seohyun Ji, Sunhee Lee  
Chungnam National University, Daejeon, Korea, Republic of
- P85 When Voice is Not 'Good' and Silence is Not 'Bad' for Employee Well-being: The Effects of Change and Support on Individuals.  
Wei Choo  
Independent Researcher, London, United Kingdom
- P86 Does Psychological Detachment Help Employees 'Step Up' at Work? Examining the Impact of Evening Psychological Detachment on Next-Day Recovery and Work Behaviours  
Laurel Guffey, Skylar Oney, Melissa Robertson, Malissa Clark  
University of Georgia, Athens, GA, USA
- P87 Working in a 'Foreign Language': Communication, Identity, and Inclusion for Autistic Employees  
Jacob Fridchay, Abira Reizer  
Ariel University, Ariel, Israel
- P88 Job Insecurity Climate Strength: An Analysis of its Organizational Antecedents  
Beatriz Sora<sup>1</sup>, Ornela Taulla<sup>1</sup>, Thomas Höge<sup>2</sup>, Patricia Tapia<sup>1</sup>, Maria José Serrano-Serrano<sup>1</sup>, Maria Boada-Cuerva<sup>1</sup>  
<sup>1</sup>Universitat Rovira i Virgili, Tarragona, Spain. <sup>2</sup>Universität Innsbruck, Innsbruck, Austria
- P89 Sensory Processing Sensitivity and Reactivity to Daily Work Events: Hypervigilance as a Mechanism Linking Negative Events to Fatigue  
Antje Schmitt  
University of Groningen, Groningen, Netherlands
- P90 The Relationship Between Team-Level Social Identification and Well-Being: A Longitudinal Study on Shared Identification  
Klara Annika Hille<sup>1</sup>, Malte Roswag<sup>1,2</sup>, Jan A. Häusser<sup>3</sup>, Rolf van Dick<sup>4</sup>, Nina M. Junker<sup>5</sup>, Andreas Mojzisch<sup>1</sup>  
<sup>1</sup>University of Hildesheim, Hildesheim, Germany. <sup>2</sup>Free University of Berlin, Berlin, Germany. <sup>3</sup>Justus Liebig University, Giessen, Germany. <sup>4</sup>Goethe University of Frankfurt, Frankfurt, Germany. <sup>5</sup>University of Oslo, Oslo, Norway

- P91 Working through Your Emotions: Exercise Repairs the Experience of Positive and Negative Emotions through Cognitive Emotion Regulation after a Recalled Negative Event.  
Juriena de Vries<sup>1</sup>, Keri Pekaar<sup>2</sup>  
<sup>1</sup>*Leiden University, Leiden, Netherlands.* <sup>2</sup>*Tilburg University, Tilburg, Netherlands*
- P92 An Examination of the Moderating Effects of Problem and Emotion Focused Coping on Experienced Incivility and Rumination  
Cole Treadaway, Catrina Ang, Steve Jex  
*University of Central Florida, Orlando, USA*
- P93 Understanding Overqualification Through Employee Perspectives  
Peri Siff<sup>1</sup>, Shani Pindek<sup>1</sup>, Einat Lavee<sup>2</sup>  
<sup>1</sup>*Hofstra University, Hempstead, NY, USA.* <sup>2</sup>*University of Haifa, Haifa, Israel*
- P94 The Impact of Organizational Support and Job Safety on Workplace Violence Incidents in a Mental Healthcare Facility  
Alicia Kurowski, Rebecca Gore, Mazen El Ghaziri  
*University of Massachusetts Lowell, Lowell, USA*
- P95 Daily Negative Work Events and Mental Detachment of Emergency Doctors: The Mediating Role of Daily Workplace Anxiety  
Ana Rehberger, Marina Horvat, Sara Tement  
*University of Maribor, Maribor, Slovenia*
- P96 Vulnerability and Regulation in the Cyber-Incivility Spiral: Emotional Exhaustion, Reappraisal, Interpersonal Strain, and Destructive Responses  
Alfonso Cárdenas-Miyar<sup>1</sup>, Deirdre O'Shea<sup>2</sup>, Paolo Yaranon<sup>3</sup>, José M. León-Pérez<sup>4</sup>  
<sup>1</sup>*Universidad Europea de Andalucía, Málaga, Spain.* <sup>2</sup>*University of Limerick, Limerick, Ireland.* <sup>3</sup>*ECIU University, Dublin, Ireland.* <sup>4</sup>*Universidad de Sevilla, Seville, Spain*
- P97 Workplace Violence as a Psychosocial Hazard in Education: A Total Worker Health Approach to Preventing Stress and Burnout  
Amy Schamberg  
*University of Colorado, Aurora, USA*
- P98 Risks and Opportunities of Digitalization in Administrative Work: A Latent Profile Analysis of Digital Determinants and Implications for Employee Well-Being in the Academic Sector  
Alice Fattori<sup>1</sup>, Anna Comotti<sup>2</sup>, Silvia Gilardi<sup>1</sup>  
<sup>1</sup>*University of Milan, Milan, Italy.* <sup>2</sup>*Foundation IRCCS Cà Granda Ospedale Maggiore Policlinico, Milan, Italy*

## Poster Session: Burnout

**12:30 - 14:00 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P99 Another Day, Another Excuse: How Resources Impact Emotional Exhaustion  
Benjamin Fugler, Kori Callison  
*University of Alaska, Anchorage, USA*

- P100 An Exploration of Psychosocial Work Environment Factors, Burnout and Mental Well-being in National Ambulance Service Employees in Ireland: A National Cross-sectional Study  
*Nodlaig Carroll, Caleb Leduc, Eilis O'Reilly, Carol Kelleher*  
*University College Cork, Cork, Ireland*
- P101 Burnout in the Digital Sphere: The Case of Portuguese Online Content Creators  
*Ricardo Peixoto<sup>1,2</sup>, Simone Petrella<sup>1,2</sup>*  
*<sup>1</sup>Portuguese Catholic University, Braga, Portugal. <sup>2</sup>Centre for Philosophical and Humanistic Studies, Braga, Portugal*
- P102 The Impact of Workload and Burnout on Quiet Quitting: The Moderating Role of Achievement Motivation  
*Chien-Yu Chang<sup>1</sup>, Chih-Ying Wu<sup>2</sup>*  
*<sup>1</sup>Taiwan Semiconductor Manufacturing Company, Hsinchu City, Taiwan. <sup>2</sup>National Taipei University, New Taipei City, Taiwan*
- P103 The Creation and Evaluation of a Burnout Treatment Program in Belgian Federal Agencies  
*Cloé Lehaen<sup>1</sup>, Claudia Rooman<sup>2</sup>, Lutgart Braeckman<sup>2</sup>, Eva Derous<sup>2</sup>, Isabelle Hansez<sup>1</sup>*  
*<sup>1</sup>Liège University, Liège, Belgium. <sup>2</sup>Gent University, Gent, Belgium*

## Poster Session: Future of Work and Implications for Health, Safety and Well-being

**12:30 - 14:00 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P104 Constant Connectivity to Work and Health Outcomes: What Do Employees Want Us to Do About It?  
*Christina Christodoulou, Cheryl Gray*  
*Montclair State University, Montclair, USA*
- P105 Can Forcing a Return to the Office Harm Well-being, Employee Retention, and Person-Organization Fit?  
*Kaire Piirsalu-Kivihall*  
*University of Tartu, Tartu, Estonia*
- P106 Can't Get No Satisfaction, Just a Little Less Frustration: How Supplemental Work Affects Recovery Through Basic Psychological Needs  
*Jaroslav Sykora, Martin Vaculik*  
*Masaryk University, Brno, Czech Republic*
- P107 Reindeer Herding Sámi's Work Environment and Psychosocial Health in Northern Sweden  
*Nalika Tjärnberg<sup>1</sup>, Robert Lundmark<sup>2</sup>, Jon Petter Stoor<sup>1</sup>*  
*<sup>1</sup>Epidemiology and Global Health, Umeå, Sweden. <sup>2</sup>Institution of Psychology, Umeå, Sweden*
- P108 Digital Transformation In The Offshore Petroleum Industry: Leader Support and Job Control As Mediators of Job Demands  
*Synne Wiberg, Tore Tjora, Gro Ellen Mathisen*  
*University of Stavanger, Stavanger, Norway*

- P109 Digitalisation as a Driver of Psychosocial Risks in Post-Pandemic Workplaces  
Mari-Liis Ivask, Karin Reinhold  
Tallinn University of Technology, Tallinn, Estonia
- P110 Living and working on the move: individual-level insights into digital nomadism.  
Olivia Staub  
TU Dresden, Dresden, Germany
- P111 Artificial Intelligence in Nursing: Exploring Links Between Technology Use and Working Conditions  
Matthias Hartwig  
Federal Institute for Occupational Safety and Health - BAuA, Dortmund, Germany
- P112 Feeling Like an Outsider and Lonely at Work: Does Work Mode Matter?  
Reetta Oksa<sup>1</sup>, Nina Savela<sup>2</sup>  
<sup>1</sup>Tampere University, Tampere, Finland. <sup>2</sup>University of Helsinki, Helsinki, Finland
- P113 Developing and Validating a Multilevel Assessment of Digital Transformation Demands, Resources, and Well-being in Contemporary Workplaces  
Marco De Angelis<sup>1</sup>, Alena Mezentseva<sup>1</sup>, Daria Briggs<sup>2</sup>, Audrey Antonio<sup>1</sup>, Marco Giovanni Mariani<sup>1</sup>, Salvatore Zappalà<sup>1</sup>, Luca Pietrantonio<sup>1</sup>, Rita Chiesa<sup>1</sup>  
<sup>1</sup>University of Bologna, Bologna, Italy. <sup>2</sup>Arcipelago, Halifax, United Kingdom
- P114 The Digital Double-Edged Sword: A Moderated Mediation Model of Communication Technology Engagement, Enjoyment, Neuroticism, and Employee Well-being  
Laura Lai  
King's College London, London, United Kingdom
- P115 How Recovery Experiences Shape Nurses' Perceptions of Workplace Mistreatment: A Multilevel Daily Diary Study  
Taeuk Jeon, Seonmi Yoon, Sun-ha Kim, Seohyun Ji, Sunhee Lee  
Chungnam National University, Daejeon, Korea, Republic of

## Poster Session: Mental Health and the Workplace

**12:30 - 14:00 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P116 Understanding Engaging and Disengaging Leadership Behaviours Within the Dutch Police Force: A Qualitative Study  
Fleur Hilhorst<sup>1,2</sup>, Nicole Hoefsmit<sup>1</sup>, Joris Van Ruysseveldt<sup>1</sup>, Madelon Van Hooff<sup>1</sup>  
<sup>1</sup>Open Universiteit, Heerlen, Netherlands. <sup>2</sup>Dutch Police Force, Rotterdam, Netherlands
- P117 Psychological Detachment from Work and Profiles of Recovery through the Active Pursuit of Leisure: An Integrative Systematic Literature Review  
Sudeshna Bhattacharya<sup>1</sup>, Shane Hayden-Smyth<sup>2</sup>, Wladislaw Rivkin<sup>2</sup>  
<sup>1</sup>University of Nottingham, Nottingham, United Kingdom. <sup>2</sup>Trinity College Dublin, Dublin, Ireland
- P118 Engagement Strategies and Measurements in DMHIs for Healthcare Workers: A Scoping Review.  
Chiara Battista, Isabella Meneghel  
Universitat Internacional de Catalunya, Barcelona, Spain

- P119 Co-Producing an Organizational-Level Intervention to Promote Teacher Mental Health: A Mixed-Methods Development Study  
Therése Skoog<sup>1</sup>, Elin Hoff Brattberg<sup>1</sup>, Cathrine Reineholm<sup>2</sup>, Andreas Wallo<sup>2</sup>, Birgitta Kimber<sup>3</sup>  
<sup>1</sup>University of Gothenburg, Gothenburg, Sweden. <sup>2</sup>Linköping University, Linköping, Sweden. <sup>3</sup>Umeå University, Umeå, Sweden
- P120 Gender Composition in Occupations, Gender Traits, and Mental Health  
Sandra Thiman  
Stockholm University, Stockholm, Sweden
- P121 Pre-absence Psychosocial Work Exposures and Sustainable Return to Work among Patients with Work-related Mental Disorders: A Retrospective Cohort Study.  
Henrik Feldtmoose<sup>1</sup>, Morten Willert<sup>1</sup>, Kent Nielsen<sup>1</sup>, Marianne Kyndi<sup>1</sup>, Karen Nieuwenhuijsen<sup>2</sup>  
<sup>1</sup>Occupational and Environmental Medicine, Regional Hospital Gødstrup, Herning, Denmark. <sup>2</sup>Amsterdam UMC, Amsterdam, Netherlands
- P122 Development of Burnout Complaints Over Time and the Role of Workplace Factors among Physicians, Registered Nurses, and Nursing Assistants in Sweden  
Isabelle Dahlqvist<sup>1,2</sup>, Emina Hadžibajramović<sup>1,2</sup>, Emma Brulin<sup>3</sup>, Magnus Åkerström<sup>1,2</sup>  
<sup>1</sup>Institute of Stress Medicine, Gothenburg, Sweden. <sup>2</sup>University of Gothenburg, Gothenburg, Sweden. <sup>3</sup>Karolinska Institute, Stockholm, Sweden
- P123 Job Demands and Resources, Non-Standard Employments, and Sustainable Work in Customer-Facing Retail Workers: A Swedish Interview Study  
Mia Söderberg, Helena Falkenberg, Jacobus Pienaar, Magnus Sverke, Petra Lindfors  
Stockholm University, Stockholm, Sweden
- P124 Transdiagnostic Mapping of Job Tenure Predictors for Individuals Living with Mental Illness  
Genevieve Sauve<sup>1,2</sup>, Adélaïde Lizé<sup>2</sup>, Maya Hannon<sup>2</sup>, Chloé Voyer<sup>2</sup>, Kayla Shulman<sup>2</sup>, Adèle Hotte-Meunier<sup>2</sup>, Nada Hannaoui<sup>2</sup>, Marthiale Ngombé<sup>1</sup>  
<sup>1</sup>Université du Québec A Montréal, Montreal, Canada. <sup>2</sup>Douglas Research Center, Montreal, Canada
- P125 Supporting The Employment Support Practitioners: A Qualitative Study Exploring Factors Affecting Practitioner Well-being and The Implications For Policymakers  
Tina Kowalski, Jane Suter, Annie Irvine  
University of York, York, United Kingdom
- P126 Climate Check: The Impact of Belonging on Workplace Mental Health Climate in Predicting Strain, Satisfaction, and Turnover Intentions  
Nicholas Smith<sup>1</sup>, Mikaila Ortynsky<sup>2</sup>, Jennifer Dimoff<sup>2</sup>, Joanna Solomon<sup>3</sup>  
<sup>1</sup>The University of Texas, Arlington, USA. <sup>2</sup>University of Ottawa, Ottawa, Canada. <sup>3</sup>Multi-Health Systems, Inc., Toronto, Canada
- P127 From Mountains to Monitors: Understanding Technostress in Rural Healthcare Digitalization  
Marco Lezcano, Margherita Pasini, Maria Gabriella Landuzzi  
University of Verona, Verona, Italy

- P150 From Toxic to Brave Organizations: Transforming Power Cultures into Relational Cultures  
M. Gloria Gonzalez-Morales  
Claremont Graduate University, Claremont, USA

## Practice Forum Special Session: What Works in Psychosocial Risk Management: Lessons from Practice (Hybrid Session)

### 13:00 - 15:00 Think Corner

Many organizations recognise the importance of addressing psychosocial risks but struggle with how to implement effective preventive action in practice. This session focuses on learning from experience, bringing together practitioner perspectives to explore what has been tried, what has worked, and what challenges remain in psychosocial risk prevention.

Using a small number of applied examples from different organizational contexts, the session highlights practical intervention approaches, the conditions that support their success, and the lessons that can be transferred across settings. A facilitated panel discussion and audience reflection create space for dialogue about real-world constraints, trade-offs, and opportunities.

## Symposium: Automation at Work: Work Design, Leadership, and Implementation Challenges

### 14:00 - 15:00 Room F2044 (Auditorium) Chair Susanne Tafvelin

- S149 Automation at Work: Implications for Work Characteristics, Motivation, and Well-being among Swedish Social Workers  
Andreas Stenling<sup>1,2</sup>, Robert Lundmark<sup>1,3</sup>, Maria Forsgren<sup>1</sup>, Susanne Tafvelin<sup>1</sup>  
<sup>1</sup>Umeå University, Umeå, Sweden. <sup>2</sup>University of Agder, Kristiansand, Norway. <sup>3</sup>Luleå University of Technology, Luleå, Sweden
- S150 How Context Shapes Leadership During the Implementation of Medicine Dispensers  
Maria Forsgren, Susanne Tafvelin, Andreas Stenling, Ulrika Haake  
Umeå University, Umeå, Sweden
- S151 Implementation of Automation in the Social Services: Promises and Pitfalls  
Hanna Irehill<sup>1</sup>, Magnus Bergmark<sup>1</sup>, Jan Hjelte<sup>1</sup>, Andreas Stenling<sup>1,2</sup>, Susanne Tafvelin<sup>1</sup>  
<sup>1</sup>Umeå University, Umeå, Sweden. <sup>2</sup>University of Agder, Kristiansand, Norway

## Symposium: Diversity, Equity, and Inclusion (DEI) for Mental Health at Work: From Research Evidence to Organizational Practices

### 14:00 - 15:00 Room F4050 (Small Hall) Chair Marisa Salanova

- S152 Applications of the HERO-DEI Framework to Diagnose and Intervene in Companies  
Marisa Salanova, Susana Llorens, Valeria Cruz-Ortiz  
Universitat Jaume I, Castellón, Spain

- S153 Gender Identity and Inclusion in the Workplace through Personalized Work Arrangements  
*Donatella Di Marco<sup>1</sup>, Sara Corlett<sup>2</sup>, Patricia Elgoibar<sup>3</sup>, Rain Ortiz<sup>1</sup>, Inés Martínez-Corts<sup>1</sup>*  
<sup>1</sup>Universidad de Sevilla, Sevilla, Spain. <sup>2</sup>Universidad de Valladolid, Valladolid, Spain.  
<sup>3</sup>Universitat de Barcelona, Barcelona, Spain
- S154 Exploring How AI and Algorithmic Solutions can Contribute to More Inclusive and Sustainable Work Environments  
*Andri Georgiadou*  
University of Nottingham, Nottingham, United Kingdom
- S155 Same Climate, Different Impact? How Diversity Climate Impacts Employee Well-Being Across Ethnic Backgrounds  
*Vítor Costa, Maria José Chambel*  
University of Lisbon, Lisboa, Portugal

## Symposium: Psychosocial Challenges and Workforce Sustainability in Healthcare (HHC)

**14:00 - 15:00 Room F3003 Chairs Marit Christensen, Annet de Lange, Kevin Teoh**

- S156 The Importance of Psychosocial Factors in the Process of Return-to-work/Retention of Health and Social Care Workers with Health Problems (Focus on Mental Health Issues and Musculoskeletal Disorders (MSDs))  
*Lorenzo Munar*  
EU-OSHA, Bilbao, Spain
- S157 Leaving Healthcare: Group-based Trajectory Analyses of the UK Health Care Workers' Intentions and Actions  
*Raman Mishra<sup>1</sup>, Anna Guyatt<sup>2</sup>, Asta Medisauskaite<sup>1</sup>, Christopher Martin<sup>2,3</sup>, Shingai Musuka<sup>4</sup>, Vittal Katikireddi<sup>5</sup>, Katherine Woolf<sup>1</sup>, Manish Pareek<sup>2,3,6</sup>*  
<sup>1</sup>UCL, London, United Kingdom. <sup>2</sup>University of Leicester, Leicester, United Kingdom.  
<sup>3</sup>University Hospitals of Leicester NHS Trust, Leicester, United Kingdom. <sup>4</sup>University of Central Lancashire, Lancashire, United Kingdom. <sup>5</sup>University of Glasgow, Glasgow, United Kingdom. <sup>6</sup>Leicester NIHR Biomedical Research Centre, Leicester, United Kingdom
- S158 Exploring the "Black Box" of Reciprocity in Relationship-Centred Care: An Integrative Review  
*Christina Kool Garcia, Sophia Krause, Sylvia Broetje, Georg Bauer*  
University of Zurich, Zurich, Switzerland
- S159 Strengthening Work Environment Leadership in Healthcare: A Train-the-Trainer Intervention to enhance Manager and Safety Officer Collaboration and Sustainable Workplace Practices  
*Alexander Agrell<sup>1</sup>, Susanne Tafvelin<sup>1,2</sup>, Johan Simonsen-Abildgaard<sup>3</sup>, Jens Wahlström<sup>1</sup>, Robert Lundmark<sup>1,4</sup>*  
<sup>1</sup>Umeå University, Umeå, Sweden. <sup>2</sup>Försvvarshögskolan, Stockholm, Sweden.  
<sup>3</sup>Copenhagen Business School, Copenhagen, Denmark. <sup>4</sup>Luleå Tekniska Universitet, Luleå, Sweden

## Education Forum - Early Career Researcher Session: Open Special Intervention Session

**14:00 - 15:00 Room U3032 Chairs C. Vasquez, M. Christensen & J.S. Abildgaard**

This open special intervention session is being held in memory of Karina Nielsen, in recognition of her passion for intervention research and her commitment to supporting early-career development. The sessions will see three early career researchers present their work related to interventions for feedback from more experienced colleagues and a discussion with the wider audience. All are welcome to listen, learn and contribute.

- EC14 Investigating the Impact of a Multicomponent Positive Participatory Organizational Intervention on Burnout in New Zealand Emergency Department Staff: A Prospective, Multisite, Before and After, Quantitative Study  
Mike Nicholls  
*University of Auckland Waipapa Taumata Rau, Auckland, New Zealand*
- EC15 Designing a Realist-Informed Process and Impact Evaluation of a Multi-Component Training Intervention for Strengthening Supervisors in Mental Health Prevention  
Eva Geluk<sup>1</sup>, Ans De Wachter<sup>1</sup>, Bart Cambre<sup>2,1</sup>, Marit Christensen<sup>3,4</sup>, Annet De Lange<sup>5,6,7,8</sup>  
*<sup>1</sup>Antwerp Management School, Antwerp, Belgium. <sup>2</sup>University of Antwerp, Antwerp, Belgium. <sup>3</sup>NTNU, Trondheim, Norway. <sup>4</sup>Inland University, Lillehammer, Norway. <sup>5</sup>Open University, Heerlen, Netherlands. <sup>6</sup>University of Stavanger, Stavanger, Norway. <sup>7</sup>NTNU, Stavanger, Norway. <sup>8</sup>University of Coruna, A Coruña, Spain*
- EC16 SBAR-E: No Either/Or - Where Structure Meets Emotion in Patient Handover  
Sophie Mahn, Mona Weiss  
*Friedrich-Schiller-University Jena, Jena, Germany*

## Symposium: Promoting Well-being in Women-Dominated Workforces: Participatory Approaches to Healthier Workplaces

**14:00 - 15:00 Room F3017 Chair Jennifer Cavallari**

- S160 From Insight to Impact: Refinement of a Participatory Model for Educator Well-being  
Megan Miskovsky<sup>1</sup>, Jennifer Cavallari<sup>2</sup>, Alicia Dugan<sup>2</sup>, Sierra Trudel<sup>3</sup>, Amanda Hiner<sup>1</sup>, Matthew Brennan<sup>2</sup>, Natalie Charamut<sup>1</sup>  
*<sup>1</sup>University of Connecticut, Storrs, CT, USA. <sup>2</sup>University of Connecticut, Farmington, CT, USA. <sup>3</sup>Marist University, Poughkeepsie, NY, USA*
- S161 Research-to-Practice Approach: Engaging Frontline Nurses to Inform Sleep and Fatigue Training  
Beverly Hittle<sup>1</sup>, Imelda Wong<sup>2,3</sup>, Carolyn Smith<sup>1</sup>, Kimberly Honn<sup>4</sup>, Sarah Hamill-Skoch<sup>1</sup>, Angela Theil<sup>1</sup>, Joshua Lambert<sup>1</sup>, Gordon Gillespie<sup>5,1</sup>  
*<sup>1</sup>University of Cincinnati, Cincinnati, USA. <sup>2</sup>BC Public Service, Office of the Provincial Health Office, Victoria, Canada. <sup>3</sup>Colorado School of Public Health, Aurora, USA. <sup>4</sup>Washington State University, Spokane, USA. <sup>5</sup>National League for Nursing, Washington DC, USA*
- S162 Satisfaction with an Adapted Total Worker Health® Program on Sign Language Interpreter Well-being  
Gretchen Roman, Cristina Demian, Tanzy Love, Reza Yousefi-Nooraie  
*University of Rochester, Rochester, USA*

## Symposium: Navigating Workplace Demands: Resources and Mechanisms for Learning and (Digital) Well-being in the Workplace

14:00 - 15:00 Room F3005 Chair Sri Kruthi Devarakonda

- S163 Turning Challenges into Opportunities: The Differing Effects of Workload and Cognitive Demands on Exploration and Learning at Work  
Bettina Kubicek<sup>1</sup>, Roman Prem<sup>2</sup>  
<sup>1</sup>University of Graz, Graz, Austria. <sup>2</sup>University of Vienna, Vienna, Austria
- S164 Two Roads to Learning? Exploring Metacognitive and Behavioural Pathways Linking Work Stressors to Learning  
Sri Kruthi Devarakonda, Anita Keller, Antje Schmitt  
University of Groningen, Groningen, Netherlands
- S165 When and How Work Design Promotes Proactive Technology Use: A Multilevel Diary Study  
Carolin Schneider<sup>1,2</sup>, Jessie Koen<sup>3,1</sup>, Sharon Parker<sup>4</sup>, Micah Wilson<sup>4</sup>, Esther Oprins<sup>2</sup>, Matthijs Baas<sup>1</sup>  
<sup>1</sup>University of Amsterdam, Amsterdam, Netherlands. <sup>2</sup>TNO, Soesterberg, Netherlands. <sup>3</sup>TNO, Leiden, Netherlands. <sup>4</sup>Curtin University, Perth, Australia
- S166 Coping With Digital Job Demands and Promoting Digital Well-Being in Organizations: The Development of a Transnational Strategy in the Digi-B-Well Project  
Audrey Antonio, Marco De Angelis, Alena Mezentseva, Luca Pietrantonio, Marco Giovanni Mariani, Salvatore Zappalà, Rita Chiesa  
University of Bologna, Bologna, Italy

## Symposium: Adaptations Of Acceptance and Commitment Therapy (ACT) For Workplace Mental Health Promotion: From Research To Practice

14:00 - 15:00 Studium 1 (F3020) Chair Paul Flaxman

- S167 ACT in the Workplace: A Fine-grained Account of Effects on Measures of Mental Health, Well-being, and Psychological Flexibility Subprocesses  
Paul Flaxman, Yass Rad  
City St. George's, University of London, London, United Kingdom
- S168 Workplace Training Based on the ACT Matrix for Ugandan Hospital Staff: A Feasibility and Acceptability Trial.  
Khamisi Musanje<sup>1</sup>, Rosco Kasujja<sup>1</sup>, Paul Flaxman<sup>2</sup>  
<sup>1</sup>Makerere University, Kampala, Uganda. <sup>2</sup>City, St. George's University, London, United Kingdom
- S169 Project FLEX for Perfectionists: An Acceptability and Feasibility Study of a Matrix-based Acceptance and Commitment Training Intervention for Perfectionistic Employees  
Yass Rad, Paul Flaxman, Jennifer Stead  
City St George's, University of London, London, United Kingdom
- S170 Workplace ACT in practice: Contextual adaptations and innovations  
Ross McIntosh  
People Soup Consulting, Seville, Spain

## Symposium: The LeverAge Symposium: Diversity and Inclusion in the Multi-age Workforce

14:00 - 15:00 Room F3010

Chair Daniela Andrei, Inês C. Sousa

- S171 Ageing in an Automotive Industrial Context Undergoing Technological Changes: Insights from a Portuguese Case Study  
Sarah Maggioli, Liliana Cunha  
*University of Porto, Porto, Portugal*
- S172 Younger Worker Prescriptive Age Stereotypes and their Consequences for Personnel Decisions  
Susana Schmitz<sup>1</sup>, David Patient<sup>2</sup>, Miriam Rosa<sup>3,4</sup>, Christin-Melanie Vauclair<sup>4</sup>, Sofia Esteves<sup>5</sup>  
*<sup>1</sup>Universidade Europeia, Lisbon, Portugal. <sup>2</sup>Vlerick Business School, Brussels, Belgium. <sup>3</sup>Quasar Human Capital, Unipessoal Lda, Lisbon, Portugal. <sup>4</sup>Instituto Universitário de Lisboa (Iscte-IUL), Lisbon, Portugal. <sup>5</sup>Católica-Lisbon School of Economics, Lisbon, Portugal*
- S173 Bridging Generations: How Organizations Foster Knowledge Sharing Between Baby Boomers and Gen Z Employees  
Bahar Divrik  
*İstinye University, İstanbul, Turkey*
- S174 Who Takes a Break? Profiles, Motives, and Implications for Sustainable Careers  
Margarida Mendonça<sup>1</sup>, Inês C. Sousa<sup>2</sup>  
*<sup>1</sup>Iscte Business School, Lisbon, Portugal. <sup>2</sup>University Institute of Lisbon, Lisbon, Portugal*

## Symposium: Total Worker Health® Participatory Programs: Empowerment Built From the Ground Up

15:10 - 16:10 Room F2044 (Auditorium)

Chair Serena Rice

- S175 Empowerment in Action: Understanding Worker Voice in a Participatory Total Worker Health Program in Healthcare  
Alicia Kurowski, Serena Rice  
*University of Massachusetts Lowell, Lowell, USA*
- S176 Empowering Educators: A Participatory Approach to Advancing Teacher Well-Being  
Matthew Brennan<sup>1</sup>, Megan Miskovsky<sup>2</sup>, Amanda Hiner<sup>2</sup>, Jennifer Cavallari<sup>1</sup>, Serena Rice<sup>3</sup>  
*<sup>1</sup>University of Connecticut Health Center, Farmington, USA. <sup>2</sup>University of Connecticut, Storrs, USA. <sup>3</sup>University of Massachusetts, Lowell, USA*
- S177 A United Front: Empowering Workers in the Correctional Workforce  
Sara Namazi<sup>1</sup>, Janet Adeyeye<sup>1</sup>, Alicia Dugan<sup>2</sup>, Martin Cherniack<sup>2</sup>, Matthew Brennan<sup>2</sup>  
*<sup>1</sup>Johnson & Wales University, Providence, USA. <sup>2</sup>UCONN Health, Farmington, USA*

## Symposium: Interventions and Competencies

**15:10 - 16:10 Room F4050 (Small Hall) Chairs J. Simonsen Abildgaard, T. Clausen**

- S178 Addressing Challenges in the Design and Evaluation of Organizational Interventions: An Organizational Competency View  
*Christian Wåhlin-Jacobsen<sup>1</sup>, Johan Simonsen Abildgaard<sup>1,2</sup>*  
<sup>1</sup>Copenhagen Business School, Copenhagen, Denmark. <sup>2</sup>The National Research Centre for the Working Environment, Copenhagen, Denmark
- S179 Work Environment Competency: Results from a Qualitative Analysis  
*Thomas Clausen, Simone Vestergaard Christiansen, Birgit Aust*  
National Research Centre for the Working Environment, Copenhagen, Denmark
- S180 Can Psychological Safety at the Group Level Enhance Employees' Experience of Meaning at Work? A Prospective Multilevel Study  
*Simone Vestergaard Christiansen, Thomas Clausen*  
National Research Centre for the Working Environment, Copenhagen, Denmark
- S181 How Strategic Initiatives Focusing on Critical Competencies can improve Psychosocial Working Conditions for Welfare Workers – a Process Evaluation of a Quasi-experiment  
*Clara Dyrbye Hansen<sup>1</sup>, Johan Simonsen Abildgaard<sup>1,2</sup>, Unnar Theódórsson<sup>1,3</sup>*  
<sup>1</sup>Copenhagen Business School, Copenhagen, Denmark. <sup>2</sup>The National Research Centre for the Working Environment, Copenhagen, Denmark. <sup>3</sup>University of Iceland, Reykjavik, Iceland

## Symposium: Bridging the Gap between Occupational Health Research and Practice in Schools: Implementing Policies and Guidelines in Schools for the Prevention of Mental Health Problems among School Staff

**15:10 - 16:10 Room F3003 Chairs Emmanuel Aboagye, Christina Björklund**

- S182 Supporting Evidence-based Practice For The Prevention Of Mental Health Problems Among School Staff; A Cluster-randomized Controlled Trial In Swedish Schools  
*Andreas Rödlund<sup>1</sup>, Anna Toropova<sup>1</sup>, Byron J Powell<sup>2</sup>, Rebecca Lengnick-Hall<sup>2</sup>, Liselotte Schäfer Elinder<sup>1,3</sup>, Christina Björklund<sup>1</sup>, Lydia Kwak<sup>1</sup>*  
<sup>1</sup>Karolinska Institutet, Stockholm, Sweden. <sup>2</sup>Washington University, St Louis, USA. <sup>3</sup>Centre for Epidemiology and Community Medicine, Stockholm, Sweden
- S183 The Roads Toward Implementation: A Mixed-Method Study of the Mechanisms of Implementation Strategies Supporting Preventive Efforts in the Psychosocial Work Environment.  
*Andreas Rödlund<sup>1</sup>, Anna Toropova<sup>1</sup>, Rebecca Lengnick-Hall<sup>2</sup>, Byron J Powell<sup>2</sup>, Liselotte Schäfer Elinder<sup>1,3</sup>, Christina Björklund<sup>1</sup>, Lydia Kwak<sup>1</sup>*  
<sup>1</sup>Karolinska Institute, Stockholm, Sweden. <sup>2</sup>Washington University, St. Louis, USA. <sup>3</sup>Center for Epidemiology and Community Medicine, Stockholm, Sweden
- S184 From Policy to Practice: Implementing and Organizing Support Staff in Schools  
*Jeffrey Casely-Hayford<sup>1</sup>, Per Lindqvist<sup>2</sup>, Helena Tinnerholm Ljungberg<sup>1</sup>, Christina Björklund<sup>1</sup>, Lydia Kwak<sup>1</sup>*  
<sup>1</sup>Karolinska Institute, Stockholm, Sweden. <sup>2</sup>Linnaeus University, Kalmar, Sweden

- S185 What Makes Teachers Stay? A Mixed-method Study Using Delphi and Factorial Survey  
Yusheng Fu<sup>1</sup>, Siw Tone Innstrand<sup>1</sup>, Marit Christensen<sup>1</sup>, Lydia Kwak<sup>2</sup>, Emmanuel Aboagye<sup>1</sup>  
<sup>1</sup>Norwegian University of Science and Technology, Trondheim, Norway. <sup>2</sup>Institute for Environmental Medicine, Stockholm, Sweden

### Symposium: Sick, but Still Showing Up: Unpacking the Contextual Conditions of Presenteeism at Work

**15:10 - 16:10 Room U3032 Chairs Mariella Miraglia, Simon Restubog, Zara Whysall**

- S186 Decoding the “Body Present, Productivity Reduced” Phenomenon among Primary Health Care Workers: A Study on the Impact Mechanism of Role Overload on Presenteeism  
Kexin Wei<sup>1</sup>, Guobiao Lou<sup>1</sup>, Huanyi Zhong<sup>1</sup>, Wenhao Deng<sup>2</sup>, Tianan Yang<sup>2</sup>, Jianwei Deng<sup>2</sup>, Ran Liu<sup>1</sup>, Ying Wang<sup>2</sup>  
<sup>1</sup>Wenzhou Medical University, Wenzhou, China. <sup>2</sup>Beijing Institute of Technology, Beijing, China
- S187 Deciding to Work While Unwell: Insights into Mental Health-related Presenteeism from an Experience Sampling Study  
Zara Whysall<sup>1</sup>, Huijun Chen<sup>2</sup>, Maria Karanika-Murray<sup>3</sup>, Michael Hewitt<sup>1</sup>  
<sup>1</sup>Nottingham Trent University, Nottingham, United Kingdom. <sup>2</sup>Anglia Ruskin University, London, United Kingdom. <sup>3</sup>University of Leicester, Leicester, United Kingdom
- S188 Presenteeism and Overtime Work at Home: Exploring the Cross-lagged Effects between Workahomeism and Work Connectivity Behaviour  
Tianan Yang, Wenhao Deng, Tianyu Wang, Jianwei Deng  
 Beijing Institute of Technology, Beijing, China
- S189 Nighttime Technology Use, Presenteeism, and Performance: A Diary Study among Remote Workers  
Neha Tripathi<sup>1</sup>, Mariella Miraglia<sup>2</sup>  
<sup>1</sup>National University of Singapore, Singapore, Singapore. <sup>2</sup>University of Liverpool, Liverpool, United Kingdom

### Symposium: Shaping Work from the Top Down: Higher-Level Factors Influencing Work Design and Employee Well-being

**15:10 - 16:10 Room F3017 Chair Laure Verhulst**

- S190 Safety Voice and Psychosocial Safety Climate: Drivers of Employee Health in a Changing Work Environment  
Lise Szekér, Karolien Lenaerts  
 HIVA-KU Leuven, Leuven, Belgium
- S191 Unintended Effects of Technological Change: A Case Study on Job Design, Employee Experience and Organizational Outcomes  
Laure Verhulst  
 KU Leuven, Brussels, Belgium

- S192 A Simulation Game to Strengthen Knowledge of Work and Organization Design: Development and Validation  
Lorenz Verelst<sup>1</sup>, Lander Vermeerbergen<sup>1</sup>, Patrick Vermeulen<sup>1</sup>, Sharon Parker<sup>2</sup>, Florian Klonek<sup>3</sup>  
<sup>1</sup>Radboud University, Nijmegen, Netherlands. <sup>2</sup>Curtin University, Perth, Australia.  
<sup>3</sup>Deakin University, Victoria, Australia

## Symposium: Understanding Job Satisfaction and Occupational Well-being Across Diverse Work Settings

**15:10 - 16:10 Room F3005 Chairs Nicola Cangialosi, Guillaume R. M. Déprez**

- S193 Self-Identified Needs as Predictors of Job Satisfaction: A Multi-Domain Analysis in a Geriatric Health Setting  
Nicola Cangialosi<sup>1</sup>, Fabiana Riva<sup>2</sup>, Sonia Baruffi<sup>2</sup>, Antonella Delle Fave<sup>1</sup>  
<sup>1</sup>Università degli Studi di Milano, Milano, Italy. <sup>2</sup>Pio Albergo Trivulzio, Milano, Italy
- S194 Psychological Capital, Work Engagement, and Work Exhaustion in Finnish Teachers  
Lotta Uusitalo  
 University of Helsinki, Helsinki, Finland
- S195 Role of Task Interruption on Nurses' Autonomy, Innovation, Job Satisfaction, and Emotional Exhaustion: a Cross-Cultural Study  
Guillaume R. M. Déprez<sup>1</sup>, Tamar Kobuladze<sup>2</sup>, Lucie Pierre<sup>1</sup>  
<sup>1</sup>Université de Bordeaux, Bordeaux, France. <sup>2</sup>Sulkhan-Saba Orbeliani University, Tbilisi, Georgia
- S196 How Job Satisfaction Impacts Meaning in Life and Burnout in the Context of Self-Deceptive Enhancement  
Leon T. De Beer<sup>1,2,3</sup>, Leoni van der Vaart<sup>1,4</sup>  
<sup>1</sup>Norwegian University of Science and Technology, Trondheim, Norway. <sup>2</sup>North-West University, Potchefstroom, South Africa. <sup>3</sup>Karolinska Institutet, Stockholm, Sweden.  
<sup>4</sup>North-West University, Vanderbijlpark, South Africa

## Symposium: Novel Qualitative Methodological Approaches to Obtaining Participant Experience: Relational Participation, Participative Foresight, and the Sandbox

**15:10 - 16:10 Studium 1 (F3020) Chair Cristina Banks**

- S197 Relational Participation: Knowledge Nests for Worker-Led Futures  
Candice Thomas<sup>1</sup>, Hannah Floyd<sup>2</sup>  
<sup>1</sup>Arizona State University, Tempe, USA. <sup>2</sup>Saint Louis University, St. Louis, USA
- S198 Making Sense of the Future of Digitalized Expert Work: A Participative Foresight Approach  
Riitta-Liisa Larjovuori, Kirsi Heikkilä-Tammi, Salla Ahola  
 Tampere University, Tampere, Finland

- S199 The Sandbox Method: A Novel Qualitative and Interdisciplinary Approach to Gathering Unfiltered Information from Study Participants  
Cristina Banks  
*University of California, Berkeley, USA*

## Symposium: Knowledge Transfer and Exchange Approaches for Advancing Mental Health and Prevention in Occupational Health and Safety

**15:10 - 16:10 Room F3010 Chair Ole Henning Sørensen**

- S200 A Research-to-Practice Journey to Introduce a Participatory Safety and Health Program in US Organizations  
Suzanne Nobrega  
*University of Massachusetts Lowell, Lowell, USA*
- S201 Researcher-Facilitated Co-Creation: Developing Program Logic for Complex Organizational Interventions  
Carina Loeb<sup>1</sup>, Ulrica von Thiele Schwarz<sup>1</sup>, Sebastian Heikkila<sup>1</sup>, Marta Roczniowska<sup>2</sup>, Ole Henning Sørensen<sup>3</sup>  
<sup>1</sup>Mälardalen University, Eskilstuna, Sweden. <sup>2</sup>Karolinska Institutet, Stockholm, Sweden. <sup>3</sup>The National Research Centre for the Working Environment, Copenhagen, Denmark
- S202 Co-Creating the Harmony Approach with Practitioners: A Combination-Ergonomics Framework for Occupational Health Psychology  
Ole Henning Sørensen, Fredrik Klæboe Lohne, Nidhi Gupta  
*The National Research Centre for the Working Environment, Copenhagen, Denmark*
- S203 Knowledge Transfer in a Regulatory Context: A Scoping Review of Cooperative OSH Regulatory Interventions  
Anders Pilmark  
*The National Research Centre for the Working Environment, Copenhagen, Denmark*

## Symposium: Well-being in Academia: From Resources and Risks to Realization!

**15:10 - 16:10 Room U4075 Chair Petra Lindfors, Anna S. Tanimoto**

- S204 Work Stress and Well-Being in Academia: Examining the Moderating Effect of Boundary Management in Early Career Academics  
Melanie Vilser<sup>1</sup>, Hannah Jannott<sup>2</sup>  
<sup>1</sup>University of the Bundeswehr, Munich, Germany. <sup>2</sup>Ludwig-Maximilians-University, Munich, Germany
- S205 Does Academic Discipline Connote Variation in Psychological Capital and Career-related Perceptions Among Faculty in Sweden?  
Anna Tanimoto<sup>1</sup>, Anne Richter<sup>2,3</sup>, Petra Lindfors<sup>1</sup>  
<sup>1</sup>Stockholm University, Stockholm, Sweden. <sup>2</sup>Karolinska Institutet, Stockholm, Sweden. <sup>3</sup>Centre for Epidemiology and Community Medicine, Stockholm, Sweden

- S206 When Leadership Hurts: The Moderating Role of Destructive Leadership on Job Insecurity and its Outcomes in Swedish Academia  
Anne Richter<sup>1,2</sup>, Petra Lindfors<sup>3</sup>, Anna Tanimoto<sup>3</sup>  
<sup>1</sup>Karolinska Institutet, Stockholm, Sweden. <sup>2</sup>Center for Epidemiology and Community Medicine, Stockholm, Sweden. <sup>3</sup>Stockholm University, Stockholm, Sweden
- S207 The PhD Coach Kit: A (Self-) Coaching Tool for Addressing Well-Being in Academia  
Luisa Solms<sup>1</sup>, Lara Solms<sup>2</sup>  
<sup>1</sup>Erasmus University Rotterdam, Rotterdam, Netherlands. <sup>2</sup>University of Amsterdam, Amsterdam, Netherlands

## Coffee Break

16:10 - 16:30 University of Helsinki Hall

## Symposium: Advancing Workplace Bullying Research: New Theoretical, Empirical, and Methodological Perspectives

16:30 - 18:00 Room F2044 (Auditorium) Chairs Elfi Baillien, Philipp Sischka

- S208 When Does Workplace Bullying Become Bullying? A Tipping Point Theory  
Karen Niven<sup>1</sup>, Guy Notelaers<sup>2</sup>, Cristian Balducci<sup>3</sup>, Elfi Baillien<sup>4</sup>  
<sup>1</sup>University of Sheffield, Sheffield, United Kingdom. <sup>2</sup>University of Bergen, Bergen, Norway. <sup>3</sup>Università di Chieti-Pescara 'G. d'Annunzio', Pescara, Italy. <sup>4</sup>KU Leuven, Leuven, Belgium
- S209 Disrupting Sustained Workplace Mistreatment: A Theoretical Framework of Target Coping strategies and Outcomes  
Ivana Vranjes  
Tilburg University, Tilburg, Netherlands
- S210 A Systematic Review of Workplace Aggression Diary Studies  
Philipp Sischka<sup>1</sup>, Hannah Streubert<sup>2</sup>, Karen Niven<sup>3</sup>, Sarah-Geneviève Trépanier<sup>4</sup>  
<sup>1</sup>University of Luxembourg, Esch-sur-Alzette, Luxembourg. <sup>2</sup>Fernuniversität Hagen, Hagen, Germany. <sup>3</sup>University of Sheffield, Sheffield, United Kingdom. <sup>4</sup>Université du Québec, Québec, Canada
- S211 Being the Odd One Out: A Three-Wave Study of the Relationship Between Person-Group Fit and Workplace Bullying, Mediated by Strain and Conflict  
Vaishali Trivedi<sup>1</sup>, Elfi Baillien<sup>1</sup>, Guy Notelaers<sup>2</sup>  
<sup>1</sup>KU Leuven, Brussels, Belgium. <sup>2</sup>University of Bergen, Bergen, Norway
- S212 Demographic Correlates of Workplace Bullying in the Czech Workforce: Evidence from a Nationally Representative Sample  
Ondřej Knor<sup>1</sup>, Martin Máčel<sup>1</sup>, Elfi Baillien<sup>2</sup>, Kateřina Zábrodská<sup>1,3</sup>  
<sup>1</sup>Charles University, Prague, Czech Republic. <sup>2</sup>Katholieke Universiteit, Leuven, Belgium. <sup>3</sup>Academy of Sciences, Prague, Czech Republic

- S213 Workplace Bullying in Germany: New Evidence from a Representative Study and Perspectives for Prevention  
Margrit Löbner<sup>1</sup>, Franziska Welzel<sup>1</sup>, Franziska Jung<sup>1</sup>, Alexander Pabst<sup>1</sup>, Antonia Buß<sup>1</sup>, Hermann Burr<sup>2</sup>, Uwe Rose<sup>2</sup>, Andreas Seidler<sup>3</sup>, Steffi G. Riedel-Heller<sup>1</sup>  
<sup>1</sup>University of Leipzig, Leipzig, Germany. <sup>2</sup>Federal Institute for Occupational Safety and Health (BAuA), Berlin, Germany. <sup>3</sup>Dresden University of Technology, Dresden, Germany

## Symposium: The Changing Face of Workload: Navigating Mental Health in Evolving Work Systems

**16:30 - 18:00 Room F4050 (Small Hall) Chairs J. Dextras-Gauthier, M. Gilbert**

- S214 Teleworking and its Impact on Health and Well-being: A Systematic Review of Longitudinal Studies Considering the Psychosocial Work Environment (2005–2024)  
Annick Parent-Lamarche<sup>1</sup>, Nancy Beauregard<sup>2</sup>, Marie-Ève Blanc<sup>2</sup>, Nathalie Cadieux<sup>3</sup>, Julie Dextras-Gauthier<sup>4</sup>, Marie-Colombe Afota<sup>2</sup>, Wassila Merkouche<sup>5</sup>, Salima Hamouche<sup>6</sup>, Oussama Rbiaa<sup>4</sup>, Jessica Garneau<sup>1</sup>  
<sup>1</sup>Université du Québec à Trois-Rivières, Trois-Rivières, Canada. <sup>2</sup>Université de Montréal, Montréal, Canada. <sup>3</sup>Université de Sherbrooke, Sherbrooke, Canada. <sup>4</sup>Université Laval, Ste-Foy, Cape Verde. <sup>5</sup>Université du Québec en Abitibi-Témiscamingue, Rouyn-Noranda, Canada. <sup>6</sup>University of Sharjah, Sharjah, UAE
- S215 Managing the Load: Effects of a Flexible Work-Time Arrangement on Managers' Workload and Psychological Health  
Marie-Hélène Gilbert, Pierre-Sébastien Fournier, Frédéric Boucher, Kelly Bourgoin-Boucher  
 Université Laval, Québec, Canada
- S216 When It Weighs and When It Lifts: Workload and Psychological Health  
France St-Hilaire<sup>1</sup>, Marie-Hélène Gilbert<sup>2</sup>, Charles Gouin-Vallerand<sup>1</sup>, Simon Grenier<sup>3</sup>, Julie Dextras-Gauthier<sup>2</sup>, Alexandra Lecours<sup>4</sup>, Samuel Zimmer<sup>1</sup>, Djamal Berbiche<sup>1</sup>, Patrice Daneau<sup>1</sup>, Sarab Drias<sup>2</sup>  
<sup>1</sup>Université de Sherbrooke, Sherbrooke, Canada. <sup>2</sup>Université Laval, Québec, Canada. <sup>3</sup>Université de Montréal, Montréal, Canada. <sup>4</sup>Université du Québec à Trois-Rivières, Trois-Rivières, Canada
- S217 Building a Healthy Digital Workplace: Buffering Work-Family Conflict and Burnout in the Age of Workplace Telepressure  
Maude Boulet<sup>1</sup>, Julie Dextras-Gauthier<sup>2</sup>  
<sup>1</sup>École nationale d'administration publique, Montréal, Canada. <sup>2</sup>Université Laval, Québec, Canada
- S218 From Automation to Augmentation: AI's Role in Shaping Workload and Mental Health in Knowledge Work  
Julie Dextras-Gauthier<sup>1</sup>, Marie-Hélène Gilbert<sup>1</sup>, France St-Hilaire<sup>2</sup>, Marie-ève Dufour<sup>1</sup>, Sarab Drias<sup>1</sup>  
<sup>1</sup>Université Laval, Québec, Canada. <sup>2</sup>Université de Sherbrooke, Sherbrooke, Canada
- S219 The Role of Workload Perception: A Critical Issue in the Improvement of Care Pathways  
Marie-Eve Dufour, Jean-Baptiste Gartner, Marie-Hélène Gilbert, Julie Dextras-Gauthier, Mohamed Hakim Raki, André Côté  
 Université Laval, Quebec, Canada

## Symposium: Prerequisites for Sustainable Working Conditions: Organizational and Individual Perspectives

16:30 - 18:00 Room F3003

Chair Petra Lindfors

- S220 "Is this the Workplace for Me?" – How Nursing Students Construct Workplace Attractiveness in Clinical Practice  
*Åsa Tjulín<sup>1</sup>, Julia Cederlund<sup>2,3</sup>, Åsa Chaikat Ståh<sup>2</sup>, Emma Brulin<sup>2</sup>, Bodil J Landstad<sup>1,4</sup>, Maritha Jacobsson<sup>5</sup>, Maria Härgestam<sup>6</sup>, Ann Rudman<sup>2,3</sup>*  
<sup>1</sup>Mid Sweden University, Östersund, Sweden. <sup>2</sup>Karolinska Institutet, Stockholm, Sweden. <sup>3</sup>Dalarna University, Falun, Sweden. <sup>4</sup>Östersund Hospital, Östersund, Sweden. <sup>5</sup>Uppsala University, Uppsala, Sweden. <sup>6</sup>Umeå University, Umeå, Sweden
- S221 A Mixed-Method Study to Define and Operationalize Organizational Health in the Public Sector  
*Elin Forsell<sup>1</sup>, Magnus Åkerström<sup>2,3</sup>, Susanne Tafvelin<sup>1</sup>, Andreas Tornevi<sup>1</sup>, Jens Wahlström<sup>1</sup>*  
<sup>1</sup>Umeå University, Umeå, Sweden. <sup>2</sup>Institute of Stress Medicine, Gothenburg, Sweden. <sup>3</sup>University of Gothenburg, Gothenburg, Sweden
- S222 Thriving from Work: Health-Promoting Climates for Upward Voice in Public Organizations  
*Mahwish Naseer<sup>1</sup>, Andrea Eriksson<sup>2</sup>, Lotta Dellve<sup>1</sup>*  
<sup>1</sup>University of Gothenburg, Gothenburg, Sweden. <sup>2</sup>Royal Institute of Technology KTH, Stockholm, Sweden
- S223 Testing Goal-Attainment Scaling in Work Environment Management: An Intervention Study  
*Marta Roczniowska<sup>1</sup>, Sebastian Heikkilä<sup>2</sup>, Carina Loeb<sup>2</sup>, Ole Henning Sørensen<sup>3</sup>, Ulrica von Thiele Schwarz<sup>2</sup>*  
<sup>1</sup>Karolinska Institutet, Stockholm, Sweden. <sup>2</sup>Mälardalen University, Västerås, Sweden. <sup>3</sup>National Research Centre for the Working Environment, Copenhagen, Denmark
- S224 The Impact of Early Exposure to Positive Organizational Factors on Mid-Career Job Satisfaction  
*Julia Cederlund<sup>1,2</sup>, Petter Gustavsson<sup>1</sup>, Oili Dahl<sup>1</sup>, Ann Rudman<sup>1,2</sup>*  
<sup>1</sup>Karolinska Institutet, Stockholm, Sweden. <sup>2</sup>Dalarna University, Falun, Sweden
- S225 Does a Strong Start Matter? Early Career Job Satisfaction and Its Long-Term Outcomes  
*Susanne Georgsson<sup>1</sup>, Julia Cederlund<sup>2,3</sup>, Petter Gustavsson<sup>2</sup>, Oili Dahl<sup>2</sup>, Ann Rudman<sup>2,3</sup>*  
<sup>1</sup>Swedish Red Cross University, Stockholm, Sweden. <sup>2</sup>Karolinska Institutet, Stockholm, Sweden. <sup>3</sup>Dalarna University, Falun, Sweden

## Oral Session: Psychosocial Work Environment Interventions

16:30 - 18:00 Room U3032

Chair Nodlaig Carroll

- O102 Risk Factors... Please Stop it. Adopting a Person Centred Approach to Psychosocial Risk Analysis.  
*Guy Notelaers*  
Monstarecon Comm V, Galmaarden, Belgium. University of Bergen, Bergen, Norway

- O103 Insights for Bringing Research on Work Design into Practice – Cooperative Development of an Action Guide for Companies  
*Anika Schulz-Dadaczynski, Gisa Junghanns*  
*Federal Institute for Occupational Safety and Health, Berlin, Germany*
- O104 From Research to Policy to Practice: Implementation of Psychosocial Risk Management Interventions in Irish Healthcare Sector - A Multi-level Approach.  
*Nodlaig Carroll*  
*HSE, Dublin, Ireland*
- O105 Overcoming the Barriers of Discussing Psychosocial Factors in Workplaces  
*Miira Heiniö<sup>1</sup>, Riikka Ruotsala<sup>2</sup>, Barbara Bergbom<sup>1</sup>, Anna-Maria Teperi<sup>1</sup>*  
*<sup>1</sup>Finnish Institute of Occupational Health, Helsinki, Finland. <sup>2</sup>Finnish Institute of Occupational Health, Tampere, Finland*
- O106 Frontline Voices in Action: Participatory Work Redesign Interventions for Well-being in Disability Care  
*Mina Askovic<sup>1</sup>, Nate Zettina<sup>1</sup>, Connie Deng<sup>1</sup>, Anu Jolly<sup>2</sup>, Lucinda Iles<sup>3</sup>, Anya Johnson<sup>1</sup>, Helena Nguyen<sup>1</sup>, Sharon Parker<sup>3</sup>*  
*<sup>1</sup>The University of Sydney, Sydney, Australia. <sup>2</sup>The University of Western Australia, Perth, Australia. <sup>3</sup>Curtin University, Perth, Australia*
- O107 WORC'ing to Develop Respectful & Healthy Workplaces  
*Arla Day, Alex Oulton*  
*Saint Mary's University, Halifax, Canada*

## Oral Session: Work Engagement, Commitment, and Performance

16:30 - 18:00 Room F3017

Chair Emma Brulin

- O108 Look on the Bright Side! Experimental Findings on Positive Reflection and Capitalization as Proactive Strategies for Building Well-Being at Work  
*Gabriela-Lăcrămioara Drăghici, Delia Virgă, Andrei Rusu*  
*West University of Timișoara, Timișoara, Romania*
- O109 What We Value at Work: Understanding Identification and Commitment Through Employees' Guiding Principles and Identity Leadership  
*Jannick Schneider<sup>1,2</sup>, Marcel Kern<sup>1</sup>, Timo Lorenz<sup>3</sup>*  
*<sup>1</sup>Ruhr-University Bochum, Bochum, Germany. <sup>2</sup>Fraunhofer Institute for Industrial Engineering, Berlin, Germany. <sup>3</sup>MSB Medical School Berlin, Berlin, Germany*
- O110 Career Crafting and Work Engagement: The Mediating Effects of Person-Job Fit and Meaningfulness of Work  
*Bogdan Oprea*  
*University of Bucharest, Bucharest, Romania*
- O111 Understanding Leaders' Recovery: A Daily Diary Study on Leadership-Specific Work Characteristics  
*Annik Strauch, Laura Venz*  
*Leuphana University Lüneburg, Lüneburg, Germany*

O112 Too Much of a Good Thing? A Three-Wave Study of Curvilinear and Moderating Effects of Work Engagement on Job Demands and Burnout  
*Filip Christiansen<sup>1</sup>, Asa Tjulin<sup>2</sup>, Britta Elsert Gynning<sup>1</sup>, Bodil J. Landstad<sup>2,3</sup>, Gun Johansson<sup>4</sup>, Josefina Peláez Zuberbuhler<sup>5,1</sup>, Emma Brulin<sup>1</sup>*  
<sup>1</sup>Karolinska Institutet, Stockholm, Sweden. <sup>2</sup>Mid Sweden University, Östersund, Sweden. <sup>3</sup>Region Jämtland Härjedalen, Östersund, Sweden. <sup>4</sup>Region Stockholm, Stockholm, Sweden. <sup>5</sup>Kristiania University College, Oslo, Norway

O113 To Be, or Not to Be... Engaged! Revealing the Mystery of Global Work Engagement: A Cross-Cultural Study  
*Siw Tone Innstrand<sup>1</sup>, Edyta Charzyńska<sup>2,3</sup>, Ingrid Mathilde Eikefjord<sup>1</sup>, Kjell Slupphaug<sup>4</sup>, Emmanuel Aboagye<sup>1</sup>, Leoni van der Vaart<sup>1</sup>, Aleksandra Buźniak<sup>5</sup>, Stanisław K Czerwiński<sup>5</sup>, Zuzanna Schneider<sup>2</sup>, Natalia Woropay-Hordziejewicz<sup>6</sup>, Paweł A Atroszko<sup>5</sup>*  
<sup>1</sup>Norwegian University of Science and Technology, Trondheim, Norway. <sup>2</sup>University of Silesia, Katowice, Poland. <sup>3</sup>Jagiellonian University, Kraków, Poland. <sup>4</sup>Statistics Norway, Kongsvinger, Norway. <sup>5</sup>University of Gdańsk, Gdańsk, Poland. <sup>6</sup>University of Warsaw, Warsaw, Poland

## Oral Session: Employee Motivation and Performance

16:30 - 18:00 Room F3005

Chair Santiago Renedo Pérez

O114 Shaping Care from Within: How Job Crafting Supports Mental Health and Ethical Practice among Long-Term Care Home Workers  
*Santiago Renedo, Inés Martínez-Corts*  
*University of Seville, Seville, Spain*

O115 Dyadic Similarity in Individual Differences: A Meta-Analysis of Surface- and Deep-Level Similarity, and Work Outcomes  
*Sergiu Condrea, Dragos Iliescu*  
*University of Bucharest, Bucharest, Romania*

O116 How Daily Social Connectedness, Leadership, and Work Location Shape Intrinsic Motivation and Work-Life Balance  
*Angela Kuonath<sup>1,2</sup>, Susanne Hembd-Peuse<sup>3</sup>, Dana Unger<sup>4</sup>, Inga Nägel<sup>5</sup>, Dieter Frey<sup>2</sup>*  
<sup>1</sup>Aalen University, Aalen, Germany. <sup>2</sup>LMU Munich, Munich, Germany. <sup>3</sup>Munich University of Applied Sciences, Munich, Germany. <sup>4</sup>The Arctic University of Norway, Tromsø, Norway. <sup>5</sup>Macromedia University of Applied Sciences, Freiburg, Germany

O117 Daily Workaholism and Depressive Symptoms in Early-Career Knowledge Workers: an Investigation of the Role of Daily Supervisor Workaholic Behaviour  
*Cristian Balducci<sup>1</sup>, Luca Menghini<sup>2</sup>, Francesco Tommasi<sup>3</sup>, Paweł Atroszko<sup>4</sup>*  
<sup>1</sup>University of Chieti-Pescara 'G. d'Annunzio', Chieti, Italy. <sup>2</sup>University of Padua, Padua, Italy. <sup>3</sup>University of Milan 'Statale', Milan, Italy. <sup>4</sup>University of Gdansk, Gdansk, Poland

O118 Unpacking the Performance Costs of Workplace Telepressure: Differential Pathways to Task Performance and Organizational Citizenship Behaviours  
*Gwendolyn Paige Watson, Tatiana Guevara, Michelle N. Nguyen*  
*Auburn University, Auburn, USA*

- O119 Under Watchful Eyes. Does Supervisor Close Monitoring Affect Maladaptive Work Investment in Today's Uncertain Landscape?  
Ivan Marzocchi<sup>1</sup>, Matteo Ronchetti<sup>2</sup>, Monica Ghelli<sup>2</sup>, Benedetta Persechino<sup>2</sup>, Claudio Barbaranelli<sup>1</sup>, Valerio Ghezzi<sup>1</sup>  
<sup>1</sup>Sapienza University of Rome, Rome, Italy. <sup>2</sup>INAIL, Rome, Italy

## Oral Session: Workplace Health Promotion

16:30 - 18:00 Studium 1 (F3020) Chair Sari Soutukorva

- O120 Experiences and Perceptions of Recovery From Work Through Physical Activity Among Finnish Higher Education Personnel – A Qualitative Study  
Sari Soutukorva<sup>1,2</sup>, Sara Suikkanen<sup>1</sup>, Terhi Saaranen<sup>2</sup>, Outi Kähkönen<sup>2</sup>  
<sup>1</sup>LAB University of Applied Sciences, Lappeenranta, Finland. <sup>2</sup>University of Eastern Finland, Kuopio, Finland
- O121 A Post-War Assessment of Health Behaviours in a Lebanese University Setting  
Nader Nassif, Mario Bitar, Joanne Mhawej  
 Saint Joseph University, Beirut, Lebanon
- O122 Transforming Occupational Health and Safety in Türkiye: Integrating Psychologists to Enhance Employee Well-Being and Strengthen Preventive Psychological Health Measures  
İdil Işık<sup>1,2</sup>, Dicle Tontu<sup>2</sup>, Kağan Güney<sup>3,2</sup>, Yasin Kuzdağ<sup>4,2</sup>, Şafak Öz Aktepe<sup>5,2</sup>, Ali Fırat Işık<sup>4,2</sup>, Çiğdem Vatanserver<sup>6,2</sup>, Aleyna Dönmez<sup>7,2</sup>  
<sup>1</sup>Bahçeşehir University, İstanbul, Turkey. <sup>2</sup>Work Organizational and Industrial Psychologists' Association, İstanbul, Turkey. <sup>3</sup>Demiroğlu Bilim University, İstanbul, Turkey. <sup>4</sup>PRISMA Psychosocial Risk Management Institute, İstanbul, Turkey. <sup>5</sup>Acıbadem Mehmet Ali Aydınlar University, İstanbul, Turkey. <sup>6</sup>Tekirdağ Namık Kemal University, Tekirdağ, Turkey. <sup>7</sup>İstanbul Bilgi University, İstanbul, Turkey
- O123 Understanding Well-being Washing in the Workplace: A Proposed Conceptual Framework and Definition  
Éadaoin Ryan<sup>1</sup>, Niamh Imbusch<sup>1</sup>, Mary Kinahan<sup>2</sup>, Mary Walsh<sup>1</sup>, Róisín Guilfoyle<sup>1</sup>  
<sup>1</sup>Technological University Dublin, Dublin, Ireland. <sup>2</sup>Maynooth University, Maynooth, Ireland
- O124 Promoting Social Connection and Well-being in the Finnish Workplace: Employer and Employee Perspectives  
Anjali Rameshbabu<sup>1</sup>, Anne Mäkikangas<sup>2</sup>  
<sup>1</sup>Oregon Health & Science University, Portland, USA. <sup>2</sup>Tampere University, Tampere, Finland
- O125 The Motivation Puzzle: How Perception and Work Climate Shape Mental Health Training Engagement  
Alexandra Seifert<sup>1</sup>, Marcel Kern<sup>2</sup>  
<sup>1</sup>Ruhr University Bochum, Bochum, Germany. <sup>2</sup>University of Göttingen, Göttingen, Germany

## Oral Session: Sector-Specific Well-being and Occupational Hazards

16:30 - 18:00 Room F3010

Chair Wiebke Schmitz

- O126 Flourishing vs. Struggling in Academia: The Roles of Work Environment, Motivation, and Personal Resources Among Early Career Researchers  
*Maja Tadić Vujčić<sup>1</sup>, Ivana Maurović<sup>2</sup>, Divna Blažev<sup>1</sup>, Mirta Blažev<sup>1</sup>*  
<sup>1</sup>*Institute of social sciences Ivo Pilar, Zagreb, Croatia.* <sup>2</sup>*University of Zagreb, Zagreb, Croatia*
- O127 Psychosocial Safety Climate and Worker Well-Being: Stress, Health, and Employment Differences Among Lone and Non-Lone Workers in the U.S.  
*Stefani Florez-Acevedo<sup>1,2</sup>, June Spector<sup>1,2</sup>, Peggy Hannon<sup>2</sup>, Dori Rosenberg<sup>3</sup>, Jenny Tsai<sup>2</sup>*  
<sup>1</sup>*Washington State Department of Labor & Industries, Olympia, USA.* <sup>2</sup>*University of Washington, Seattle, USA.* <sup>3</sup>*Kaiser Permanente Washington Health Research Institute, Seattle, USA*
- O128 Moral Injury as a Psychosocial Risk at Work: Evidence from Spanish Healthcare and Social Work Professionals.  
*José Luis Cifri-Gavela<sup>1</sup>, Luis Manuel Blanco-Donoso<sup>1</sup>, Macarena Gálvez-Herrer<sup>2</sup>*  
<sup>1</sup>*Autonomous University of Madrid (UAM), Madrid, Spain.* <sup>2</sup>*Proyecto HUCI S.L., Madrid, Spain*
- O129 Towards Clarifying the Correlates of Customer Threats and Harassment in Swedish Retail  
*Jacobus Pienaar, Helena Falkenberg, Philip Ström, Magnus Sverke*  
*Stockholm University, Stockholm, Sweden*
- O130 Experienced Registered Nurses' Symptoms of Depression, Burnout, and Intention to Leave Pre- and Late COVID-19 Pandemic - a Longitudinal Study  
*Olli Dahl<sup>1</sup>, Mervi Flinkman<sup>2</sup>, Julia Cederlund<sup>1,3</sup>, Petter Gustavsson<sup>1</sup>, Ann Rudman<sup>1,3</sup>*  
<sup>1</sup>*Karolinska Institutet, Stockholm, Sweden.* <sup>2</sup>*University of Turku, Turku, Finland.* <sup>3</sup>*Dalarna University, Falun, Sweden*
- O131 Pattern of Measures Taken to Address Psychosocial Risks in German Companies – Results of a Latent Cluster Analysis of ESENER 2014, 2019, and 2024  
*Wiebke Schmitz<sup>1</sup>, Mariann Rigo<sup>2</sup>, Matthias Dütsch<sup>1,3</sup>, Morten Wahrendorf<sup>2</sup>, David Beck<sup>1</sup>*  
<sup>1</sup>*Federal Institute for Occupational Safety and Health, Berlin, Germany.* <sup>2</sup>*University of Düsseldorf, Düsseldorf, Germany.* <sup>3</sup>*University of Bamberg, Bamberg, Germany*

## Oral Session: Sustainable Work and Careers

16:30 - 18:00 Room U4075

Chair Shane Hayden-Smyth

- O132 COMPASS: An Integrated Framework for Supporting Sustainable Workforce Reintegration following Cancer Treatment  
*Shane Hayden-Smyth<sup>1</sup>, Wladislaw Rivkin<sup>2</sup>, Marian Crowley-Henry<sup>3</sup>*  
<sup>1</sup>*Cork University Business School, University College Cork, Cork, Ireland.* <sup>2</sup>*Trinity College Dublin, Dublin, Ireland.* <sup>3</sup>*Maynooth University, Kildare, Ireland*

- O133 The Daily Costs of Empathy at Work: How Sharing Emotions With Coworkers Increases or Buffers Emotional Exhaustion – an Experience-Sampling Study  
Julia Weinstabl<sup>1</sup>, Angela Kuonath<sup>1,2</sup>, Dieter Frey<sup>1</sup>  
<sup>1</sup>LMU Munich, Munich, Germany. <sup>2</sup>Aalen University of Applied Sciences, Aalen, Germany
- O134 When the Season Ends: Job Loss, Identity Disruption, and Well-being in Varsity Athletes  
Connor MacKinnon, Arla Day, Marisa McClocklin, Jim Cameron  
Saint Mary's University, Halifax, Canada
- O135 Patterns of Staff Mobility and Turnover in Swedish Healthcare 2014 - 2024  
Hanne Berthelsen<sup>1</sup>, Linda Corin<sup>2</sup>, Constanze Leineweber<sup>3</sup>, Tuija Muhonen<sup>1</sup>, Hugo Westerlund<sup>3</sup>  
<sup>1</sup>Malmö University, Malmö, Sweden. <sup>2</sup>Institute of Stress Medicine, Gothenburg, Sweden. <sup>3</sup>Stockholm University, Stockholm, Sweden
- O136 Experience of Being a “Woman Engineer” on the Shopfloor: the Relation Between Gender Equality and Holistic Health  
Çiğdem Vatanserver<sup>1</sup>, Elif Sungur<sup>2</sup>, Müzeyyen Aksu<sup>3</sup>  
<sup>1</sup>T. Namık Kemal University, Tekirdag, Turkey. <sup>2</sup>Maltepe University, İstanbul, Turkey. <sup>3</sup>GLC Eğitim, İstanbul, Turkey
- O137 Sustainable Work: Is Working from Home a ‘New’ Feature of Job Quality to Support Longer Working Lives  
Jodi Oakman<sup>1</sup>, Amanda Cooklin<sup>2</sup>, Liana Leach<sup>3</sup>, Tinh Doan<sup>4</sup>, Katrina Lambert<sup>1</sup>, Melissa Graham<sup>1</sup>  
<sup>1</sup>La Trobe University, Melbourne, Australia. <sup>2</sup>La Trobe University, Melbourne, Australia. <sup>3</sup>Australian National University, Canberra, Australia. <sup>4</sup>University of Adelaide, Adelaide, Australia

## Conference Dinner

18:30 - 22:00

Sipuli Restaurant

**Wednesday, 17 June 2026**

## Conference Registration

08:00 - 8:30 University of Helsinki Entrance Hall Fabian

## Symposium: Implementation Challenges in Organizational Level Interventions: Targeting Those Workplaces That Need it the Most. Experiences From Denmark

08:30 - 09:45 Room F2044 (Auditorium) Chair Annette Meng

- S226 An Organization-Directed Intervention Addressing Negative Acts – Experiences From Two Industrial Workplaces  
*Jesper Kristiansen*<sup>1</sup>, *Eva Gemzøe Mikkelsen*<sup>2</sup>, *Annette Meng*<sup>1</sup>  
<sup>1</sup>National Research Centre for the Working Environment, Copenhagen, Denmark.  
<sup>2</sup>University of Southern Denmark, Odense, Denmark
- S227 Between Theory and Practice: When Organizational Support Fails to Lift Implementation  
*Iben Karlsen*, *Sofie Jaspers*  
*The National Research Centre for Working Environment, Copenhagen, Denmark*
- S228 Implementation of a National Guideline for Violence Prevention in Eldercare: A Coincidence Analysis of Decisive Factors for Successful Implementation of a Violence Prevention Effort  
*Sofie Jaspers*, *Iben Karlsen*, *Mathilde Munk Andersen*, *Julie Palmqvist*  
*The National Research Center for the Working Environment, Copenhagen, Denmark*
- S229 Why Is Even a Simple Intervention-Tool Difficult to Implement?  
*Annette Meng*<sup>1</sup>, *Jesper Kristiansen*<sup>1</sup>, *Liv Starheim*<sup>2</sup>, *Birgit Aust*<sup>1</sup>  
<sup>1</sup>The National Research Centre for the Working Environment, Copenhagen, Denmark.  
<sup>2</sup>University of Southern Denmark, Odense, Denmark
- S230 What Happened to the Teams? Obstacles when Measuring the Effect of the Implementation of a Dialogue Tool  
*Annette Meng*<sup>1</sup>, *Birgit Aust*<sup>1</sup>, *Liv Starheim*<sup>2</sup>, *Jesper Kristiansen*<sup>1</sup>  
<sup>1</sup>National Research Center for the Working Environment, Copenhagen, Denmark.  
<sup>2</sup>University of Southern Denmark, Odense, Denmark

## Symposium: Systemic and Digital Innovations for Healthy Healthcare

08:30 - 09:45 Room F4050 (Small Hall) Chairs Marit Christensen, Annet de Lange

- S231 Transforming Vision to Healthy Healthcare Practice of person-centred and integrated care  
*Emma Brulin*<sup>1,2</sup>, *Hanna Fernemark*<sup>3</sup>, *Virginia Gunn*<sup>4,1</sup>, *Pia Nylinder*<sup>5</sup>, *Elin Karlsson*<sup>6</sup>, *Lise Loveth*<sup>7</sup>  
<sup>1</sup>Karolinska Institutet, Stockholm, Sweden. <sup>2</sup>Region Stockholm, Stockholm, Sweden.  
<sup>3</sup>Region Östergötland, Linköping, Sweden. <sup>4</sup>Cape Breton University, Nova Scotia, Canada. <sup>5</sup>Linnaeus University, Kalmar, Sweden. <sup>6</sup>Linköping University, Linköping, Sweden. <sup>7</sup>St Olav Hospital, Trondheim, Norway

- S232 Overcoming Disciplinary Silos in Healthcare Research: Designing a Transdisciplinary Research Architecture to Study Co-Creation of Care  
Sylvia Broetje<sup>1</sup>, Florian Liberatore<sup>2</sup>, Andrea Glaessel<sup>1</sup>, Anna Martin-Niedecken<sup>3</sup>, Heidi Petry<sup>4</sup>, Georg Bauer<sup>1</sup>  
<sup>1</sup>University of Zurich, Zurich, Switzerland. <sup>2</sup>Zurich University of Applied Sciences, Zurich, Switzerland. <sup>3</sup>Zurich University of the Arts, Zurich, Switzerland. <sup>4</sup>University Hospital Zurich, Zurich, Switzerland
- S233 Exploration of Factors Explaining Smart Use of Electronic Health Records and Related Staff, Organizational and Patient Outcomes: A Qualitative Study  
Judith Engels<sup>1</sup>, Maitta Spronken<sup>1</sup>, Rogier Van de Wetering<sup>1</sup>, Jol Stoffers<sup>1,2,3</sup>, Joris Van Ruysseveldt<sup>1</sup>, Annet De Lange<sup>1,4,5,6</sup>  
<sup>1</sup>Open Universiteit, Heerlen, Netherlands. <sup>2</sup>Zuyd University of Applied Sciences, Sittard, Netherlands. <sup>3</sup>Maastricht University, Maastricht, Netherlands. <sup>4</sup>Universidad da Coruña, Ferrol, Spain. <sup>5</sup>Norwegian University of Science and Technology, Trondheim, Norway. <sup>6</sup>University of Stavanger, Stavanger, Norway
- S234 ErgoVSM in Practice: Embedding Work Environment Considerations into Lean Process Improvements in Healthcare  
Kasper Edwards  
 Technical University of Denmark, Ballerup, Denmark
- S235 Natural Organizational Interventions: Challenging the Dominance of Well-being and Performance Outcomes in Healthcare  
Kevin Teoh<sup>1</sup>, Rashpal Dhensa-Kahlon<sup>1</sup>, Marit Christensen<sup>2</sup>  
<sup>1</sup>Birkbeck, University of London, London, United Kingdom. <sup>2</sup>Norwegian University of Science and Technology, Trondheim, Norway

## Symposium: The Mental Health Toolkit: From Research To Practice in Finnish Work Organizations

**08:30 - 09:45    Room F3003    Chairs Pauliina Mattila-Holappa, Virpi Ruohomäki**

- S236 The Mental Health Toolkit: From Research to Practice in Finnish Work Organizations  
Pauliina Mattila-Holappa<sup>1</sup>, Salla Toppinen-Tanner<sup>1,2</sup>  
<sup>1</sup>Finnish Institute of Occupational Health, Helsinki, Finland. <sup>2</sup>University of Jyväskylä, Jyväskylä, Finland
- S237 The Recovery Calculator and its Application Experiences in Finnish Work Organizations  
Virpi Ruohomäki  
 Finnish Institute of Occupational Health, Helsinki, Finland
- S238 A Tool for Work Communities to Detect Burnout at Work  
Janne Kaltiainen, Jari Hakanen  
 Finnish Institute of Occupational Health, Helsinki, Finland
- S239 The Facilitators, Barriers, and Perceived Benefits of the Web-based Mental Health Toolkit Implementation at Finnish Workplaces  
Julia Anttilainen, Eija Haukka, Heli Järnefelt, Irmeli Pehkonen  
 Finnish Institute of Occupational Health, Helsinki, Finland

- S240 Putting IOOI Framework Through Paces - The Mental Health Toolkit and The Search for Impact  
Jarno Turunen<sup>1</sup>, Mikko Henriksson<sup>2</sup>, Vaula Siltala<sup>2</sup>, Otto Pankkonen<sup>2</sup>  
<sup>1</sup>*Finnish Institute of Occupational Health, Oulu, Finland.* <sup>2</sup>*Finnish Institute of Occupational Health, Helsinki, Finland*

**Symposium: Why Do We Get Depleted, How Do We Replenish? The Interplay of Recovery, Crafting, and Energetic Processes at the Day-level**

**08:30 - 09:45      Room U3032      Chairs Miika Kujanpää, Julie Ménard**

- S241 From Meeting to Meeting: Daily Recovery from Meetings and its Relationships with Job Burnout and Performance  
Anne Mäkikangas<sup>1</sup>, Anne Casper<sup>2</sup>, Laura Hirva<sup>1</sup>, Sanna Markkula<sup>1,3</sup>  
<sup>1</sup>*Tampere University, Tampere, Finland.* <sup>2</sup>*Free University of Berlin, Berlin, Germany.* <sup>3</sup>*University of Jyväskylä, Jyväskylä, Finland*
- S242 Working Your Way Through the Afternoon Slump – Job Crafting, Personality, and Trajectories of Human Energy  
Oliver Weigelt<sup>1</sup>, Lilly Dohrn<sup>1</sup>, Leonie Bechtold<sup>2</sup>, Anabelle Bilo<sup>2</sup>, Katja Siestrup<sup>2</sup>  
<sup>1</sup>*University of Groningen, Groningen, Netherlands.* <sup>2</sup>*FernUniversität in Hagen, Hagen, Germany*
- S243 Crafting the Return: How Working Mothers Use Job Crafting to Recover and Thrive After Parental Leave  
Julie Ménard<sup>1</sup>, Jessica de Bloom<sup>2</sup>, Diane-Gabrielle Tremblay<sup>3</sup>, Geneviève Lavigne<sup>4</sup>  
<sup>1</sup>*Université du Québec à Montréal, Montréal, Canada.* <sup>2</sup>*University of Groningen, Groningen, Netherlands.* <sup>3</sup>*ÉLUQ, Montréal, Canada.* <sup>4</sup>*Université du Québec à Trois-Rivières, Trois-Rivières, Canada*
- S244 Sweet Dreams or Restless Nights After Remote Workdays: A Stressor-Detachment Perspective on Daily Hybrid Work  
Miika Kujanpää<sup>1</sup>, Anja H. Olafsen<sup>1</sup>, Marte Bentzen<sup>2</sup>  
<sup>1</sup>*University of South-Eastern Norway, Hønefoss, Norway.* <sup>2</sup>*Norwegian School of Sport Sciences, Oslo, Norway*
- S245 Interplay of Psychological and Physiological Recovery in Finnish Employees: Within-person Level Impacts on Next-Day Work Engagement  
Eeva Aartolahti<sup>1</sup>, Miika Kujanpää<sup>2</sup>, Hermann Oksanen<sup>1</sup>, Harto Hakonen<sup>1</sup>, Jessica De Bloom<sup>3</sup>, Katriina Hyvönen<sup>1</sup>  
<sup>1</sup>*Jamk University of Applied Sciences, Jyväskylä, Finland.* <sup>2</sup>*University of South-Eastern Norway, Hønefoss, Norway.* <sup>3</sup>*University of Groningen, Groningen, Netherlands*

## Symposium: Worker Engagement in Action: Participatory Strategies to Advance Well-Being Across Program Stages

08:30 - 09:45 Room F3017

Chair Jennifer Cavallari

- S246 Participatory Design and Implementation of a Workforce Needs Assessment Among US Correctional Workers  
*Sara Namazi<sup>1</sup>, Stanquinto Sudduth<sup>2</sup>, Aimmee Reyes-Greaves<sup>3</sup>, Timothy Kelsey<sup>4</sup>, Collin Provost<sup>5</sup>, Martin Cherniack<sup>6</sup>, Alicia Dugan<sup>6</sup>*  
<sup>1</sup>Johnson & Wales University, Providence, USA. <sup>2</sup>Licensed Professional Counselor Associate, Enfield, USA. <sup>3</sup>AFSCME Local 391, Enfield, USA. <sup>4</sup>CSSF, Enfield, USA. <sup>5</sup>Service Representative AFSCME Council 4, Enfield, USA. <sup>6</sup>UCONN, Farmington, USA
- S247 Photovoice: A Participatory Approach to Needs Assessment Among Educators  
*Megan Miskovsky<sup>1</sup>, Alicia Dugan<sup>2</sup>, Jennifer Cavallari<sup>2</sup>, Sierra Trudel<sup>3</sup>, Laila McGeorge<sup>4</sup>, Amanda Hiner<sup>1</sup>, Natalie Charamut<sup>1</sup>*  
<sup>1</sup>University of Connecticut, Storrs, CT, USA. <sup>2</sup>University of Connecticut, Farmington, CT, USA. <sup>3</sup>Marist University, Poughkeepsie, New York, USA. <sup>4</sup>Town of Brookline Department of Public Health and Human Services, Boston, MA, USA
- S248 Listening Sessions as a Multi-Purpose Engagement Tool in Participatory Program Implementation  
*Serena Rice, Alicia Kurowski*  
*University of Massachusetts, Lowell, USA*
- S249 Preparing Workers to Lead: A Facilitator Training Model for Participatory Program Implementation  
*Matthew Brennan<sup>1</sup>, Serena Rice<sup>2</sup>*  
<sup>1</sup>University of Connecticut Health Center, Farmington, USA. <sup>2</sup>University of Massachusetts, Lowell, USA
- S250 What is Thriving? An Arts-based Mixed Methods Sustainability Assessment of a Participatory Health and Safety Program in a Mental Health Facility  
*Alicia Kurowski, Serena Rice, Angelina Khiem, Jordan Stacy*  
*University of Massachusetts Lowell, Lowell, USA*

## Symposium: The LeverAge Symposium: Successful Aging in the Workplace

08:30 - 09:45 Room F3005

Chair Ilke Inceoglu, Susanne Scheibe

- S251 Integrating Work Design, Outcomes, and Aging: A New Approach to Mapping Complexity  
*Daniela Andrei<sup>1</sup>, Eyal Karin<sup>2</sup>, Sharon Parker<sup>1</sup>, Madison Kho<sup>1</sup>, Karina Jorritsma<sup>1</sup>, Monique Crane<sup>2</sup>*  
<sup>1</sup>Curtin University, Perth, Australia. <sup>2</sup>Macquarie University, Sydney, Australia
- S252 A Lifespan Perspective on Daily Stressor Reactivity in Self-Employed and Salaried Workers  
*Jing Wang, Antje Schmitt, Susanne Scheibe, Oliver Weigelt*  
*University of Groningen, Groningen, Netherlands*

- S253 Charting the Stress Landscape of Retirement: Foundations for Longitudinal Resilience Research  
Nelli Niemitz<sup>1</sup>, Thomas Rigotti<sup>1,2</sup>, Miriam Arnold<sup>3,1</sup>  
<sup>1</sup>Leibniz Institute for Resilience Research, Mainz, Germany. <sup>2</sup>Johannes Gutenberg-University, Mainz, Germany. <sup>3</sup>University of Groningen, Groningen, Netherlands
- S254 A Cumulative Disadvantage? Early-Career Disruptions and Male-Female Disparities in Late-Life Career Outcomes  
Bryndís D Steindórsdóttir<sup>1</sup>, Ilke Inceoglu<sup>2</sup>, Susan Reh<sup>2</sup>, Justin Marcus<sup>3</sup>  
<sup>1</sup>Norwegian University of Life Sciences, Oslo, Norway. <sup>2</sup>University of Exeter, Exeter, United Kingdom. <sup>3</sup>Koc University, Istanbul, Turkey
- S255 Lifespan Differences in Daily Stress Dynamics Across Work and Nonwork Life: A Scoping Review.  
Ellen Stroemer<sup>1</sup>, Ute Bültmann<sup>1</sup>, Susanne Scheibe<sup>2</sup>, Antje Schmitt<sup>2</sup>  
<sup>1</sup>University Medical Center Groningen, Groningen, Netherlands. <sup>2</sup>University of Groningen, Groningen, Netherlands

## Symposium: Career Shocks and Sustainable Careers in Healthcare: Motivations, Experiences, and Interventions

08:30 - 09:45

Studium 1 (F3020)

Chair Taru Feldt

- S256 Motivations for Entering the Healthcare Sector Among Occupational Changers and Their Associations with Sustainable Career Indicators  
Taru Feldt, Kiia Kilponen, Sanna Markkula, Johanna Rantanen, Mari Herttalampi, Saija Mauno  
 University of Jyväskylä, Jyväskylä, Finland
- S257 Career Shocks in Healthcare: Employee Experiences and Responses, and the Impact of Organizational Handling Practices  
Mari Herttalampi<sup>1</sup>, Beatrice van der Heijden<sup>2</sup>, Kiia Kilponen<sup>1</sup>, Sanna Markkula<sup>1</sup>, Johanna Rantanen<sup>1</sup>, Taru Feldt<sup>1</sup>  
<sup>1</sup>University of Jyväskylä, Jyväskylä, Finland. <sup>2</sup>Radboud University, Nijmegen, Netherlands
- S258 Navigating Career Shock Through Facilitated Tripartite Dialogue  
Johanna Rantanen<sup>1</sup>, Sanna Markkula<sup>1,2</sup>, Taru Lilja<sup>1</sup>, Kaija Collin<sup>1</sup>, Pia Heilmann<sup>3</sup>, Taru Feldt<sup>1</sup>  
<sup>1</sup>University of Jyväskylä, Jyväskylä, Finland. <sup>2</sup>University of Tampere, Tampere, Finland. <sup>3</sup>University of Eastern Finland, Joensuu, Finland
- S259 Career Shock Effects, Vocational Calling, and Job Burnout: Exploring Vocational Calling as a Moderator in These Relationships  
Saija Mauno<sup>1,2</sup>, Sanna Markkula<sup>1,2</sup>, Johanna Rantanen<sup>1</sup>, Mari Herttalampi<sup>1</sup>, Taru Feldt<sup>1</sup>  
<sup>1</sup>University of Jyväskylä, Jyväskylä, Finland. <sup>2</sup>Tampere University, Tampere, Finland
- S260 Healthcare Employees' Career Shocks and Their Associations with Turnover Intentions  
Kiia Kilponen<sup>1</sup>, Sanna Markkula<sup>1,2</sup>, Jos Akkermans<sup>3</sup>, Johanna Rantanen<sup>1</sup>, Mari Herttalampi<sup>1</sup>, Saija Mauno<sup>1,2</sup>, Taru Feldt<sup>1</sup>  
<sup>1</sup>University of Jyväskylä, Jyväskylä, Finland. <sup>2</sup>University of Tampere, Tampere, Finland. <sup>3</sup>Vrije Universiteit Amsterdam, Amsterdam, Netherlands

## Oral Session: Burnout II

08:30 - 09:45 Room F3010

Chair Sofia Oliveira

- O138 Running on Empty: Low Self-Care Practices Are Fueling Burnout among Portuguese Teachers  
Sofia Oliveira<sup>1</sup>, Gustavo Batista<sup>2</sup>, Alexandra Marques-Pinto<sup>2</sup>  
<sup>1</sup>Instituto Universitário de Lisboa, Lisbon, Portugal. <sup>2</sup>Universidade de Lisboa, Lisbon, Portugal
- O139 Testing AET Model In Home Based Care: Affective Experiences and Home Health Aides' Burnout  
Maria D. Burguillos, Francisco J. Medina, Inés Martínez-Corts, Veronika Kuradchik-Pekarskaya  
University of Seville, Sevilla, Spain
- O140 Change Consultation as a Resource: Psychological Safety and Emotional Demands in Burnout Prevention  
Lucinda Iles<sup>1</sup>, Anu Jolly<sup>2</sup>, Helena Nguyen<sup>3</sup>, Anya Johnson<sup>3</sup>, Sharon Parker<sup>1</sup>  
<sup>1</sup>Curtin University, Perth, Australia. <sup>2</sup>The University of Western Australia, Perth, Australia. <sup>3</sup>The University of Sydney, Sydney, Australia
- O141 Trajectories of Exhaustion among Remote Workers During and After the COVID-19 Pandemic: A Prospective Longitudinal Study  
Karoline Brobakke Seglem, Kristine Lescoeur, Wendy Nilsen  
OsloMet - Oslo Metropolitan University, Oslo, Norway
- O142 Job Burnout as an Individual Experience: Attitudes, Cognitive Patterns, and Work Orientation Behind Burnout  
Anne Monni, Sari Kailanko, Saija Mauno  
University of Tampere, Tampere, Finland

## Oral Session: Employee Retention and Sickness Absence

08:30 - 09:45 Room U4075

Chair Lindsay Badger

- O143 Staying in Work: Exploring Job Retention for People With Mental Health Issues  
Lindsay Badger  
University of Exeter, Exeter, United Kingdom
- O144 Multi-level Factors Related to the Recurrence of Sickness Absence due to Common Mental Health Disorders: Results from a Literature and Focus Group Study  
Lydia in 't Hout<sup>1,2</sup>, Shirley Oomens<sup>2</sup>, Dike van de Mheen<sup>1</sup>, Suzanne van Hees<sup>2</sup>, Emma Vossen<sup>2</sup>, Kristel Geurts<sup>1</sup>, Roland Blonk<sup>1,3</sup>  
<sup>1</sup>Tilburg University, Tilburg, Netherlands. <sup>2</sup>HAN University of Applied Sciences, Nijmegen, Netherlands. <sup>3</sup>North-West University, Vanderbijlpark, South Africa
- O145 When Nurses Consider Leaving: Machine Learning Insights into Workforce Retention  
Arūnas Žiedelis, Jurgita Lazauskaitė-Zabielské, Natalja Istomina, Jelena Stanislavovienė, Rita Urbanavičė  
Vilnius University, Vilnius, Lithuania

- O146 A Mixed-Methods Study into the Perspectives of Employees with Common Mental Disorders and Their Supervisors on Shared Decision-Making in the Return-To-Work Process  
*Bouwine Carlier<sup>1</sup>, Emma Vossen<sup>1</sup>, Thomas Pruijsen<sup>2</sup>, Sarah Detaille<sup>1</sup>, Shirley Oomens<sup>1</sup>*  
<sup>1</sup>HAN University of Applied Sciences, Nijmegen, Netherlands. <sup>2</sup>MIND Dutch Mental Health Foundation, Amersfoort, Netherlands
- O147 Acceptability Testing a Digital Prototype Intervention for Sustaining the Workability of People with Common Health Problems: Emerging Findings  
*Jennifer Lunt<sup>1</sup>, Kate Wood<sup>1</sup>, Kim Burton<sup>1</sup>, Stavroula Leka<sup>2</sup>, Sally Hemming<sup>1</sup>*  
<sup>1</sup>University of Derby, Derby, United Kingdom. <sup>2</sup>Lancaster University, Lancaster, United Kingdom

### Education Forum - ECR Session: OHP Interventions at Different Levels of Analysis (closed session)

**08:30 - 09:45**      **Studium 3 (F3022c)**      **Chair Cristian Vasquez**

- EC17 Meta Self-Efficacy: Psychometric Validation and Internet Intervention Randomized Controlled Trial to Support Young Employees' Well-Being.  
*Jan Maciejewski, Roman Cieslak, Ewelina Smoktunowicz*  
*SWPS University, Warsaw, Poland*
- EC18 Critical Incidents and Sustainable Employability in Emergency and Critical Care.  
*Marieke Oosterhuis<sup>1,2</sup>, Lilian Vloet<sup>1,2</sup>, Sarah Detaille<sup>1</sup>, Hester Vermeulen<sup>2</sup>, Sivera Berben<sup>1</sup>*  
<sup>1</sup>University of Applied Sciences Arnhem and Nijmegen, Nijmegen, Netherlands.  
<sup>2</sup>Radboud University Medical Center, Nijmegen, Netherlands
- EC19 From Policy to Practice: Implementing and Organizing Support Staff in Schools  
*Jeffrey Casely-Hayford<sup>1</sup>, Per Lindqvist<sup>2</sup>, Helena Tinnerholm Ljungberg<sup>1</sup>, Christina Björklund<sup>1</sup>, Lydia Kwak<sup>1</sup>*  
<sup>1</sup>Karolinska Institute, Stockholm, Sweden. <sup>2</sup>Linnaeus University, Kalmar, Sweden
- EC20 The Power of Connections: Digital Interventions in Dyadic and Group Settings and Their Role in Reducing Loneliness and Enhancing Well-being  
*Hajnalka Turóczy, Ágota Kun*  
*Budapest University of Technology and Economics, Budapest, Hungary*

### Education Forum - ECR Session: Protection, inclusion and discrimination (closed session)

**08:45 - 10:00**      **Studium 1 (F3023c)**      **Chair M. Gloria González Morales**

- EC21 Comparison of Employment Bases and Worker Protection in the USA and EU in Relation to Perceived Job Security, Satisfaction, and Stress Levels  
*Joanna Woźtowicz*  
*Jagiellonian University, Krakow, Poland*
- EC22 Navigating Workplace Stress: A Mixed-Method Investigation of the ADHD Experience  
*Rebecca Symonds*  
*The University of Manchester, Manchester, United Kingdom*

EC23 The Development and Validation of a Code-Switching Scale for Black Employees  
*Shelby Davis<sup>1</sup>, Danielle Gardner<sup>1</sup>, Joselle Gyamfi<sup>2</sup>*  
<sup>1</sup>Colorado State University, Fort Collins, USA. <sup>2</sup>George Washington University, Washington, DC, USA

EC24 The Hidden Cost of Workplace Discrimination: How Workload and poor Job Satisfaction Affect Employee Health  
*Cristina Giovanelli<sup>1</sup>, Valerio Vinciarelli<sup>1</sup>, Alicia Arenas<sup>2</sup>, Donatella Di Marco<sup>2</sup>, Gabriele Giorgi<sup>1</sup>*  
<sup>1</sup>Università Europea di Roma, Roma, Italy. <sup>2</sup>Universidad de Sevilla, Sevilla, Spain

## Coffee Break

09:45 - 10:15 University of Helsinki Hall

## Special Session: International Coordinating Group of OHP Symposium (Hybrid Session)

10:15 - 11:45 Room F2044 (Auditorium) Chairs Jeannie Nigam

This session brings together the regional associations in the field of occupational health psychology to discuss developments in across the different respective regions and to update on respective activities. It follows on from the Geneva Partnership Commitment for a Global Network for Evidence-Based Policy and Practice on Psychosocial Risks and Mental Health at Work. The new global dashboard on psychosocial risks will also be launched.

## Symposium: KEEPCARING: Understanding and Improving Healthcare Professionals' Well-Being

10:15 - 11:45 Room F4050 (Small Hall) Chair Luisa Solms

S261 Basic Need Regulation as a Core Mechanism of Burnout in Healthcare  
*Anna Helena Ursula Malkovskaja, Aavo Luuk, Andero Uusberg*  
Institute of Psychology, University of Tartu, Tartu, Estonia

S262 Variations in Stressors Among Healthcare Professionals in Four European Countries: A Qualitative Inquiry  
*Trina Tamrakar<sup>1</sup>, Marlies Schijven<sup>2</sup>, Stephen Gallagher<sup>1</sup>*  
<sup>1</sup>University of Limerick, Limerick, Ireland. <sup>2</sup>Amsterdam University Medical Center, Amsterdam, Netherlands

S263 Solutions Available to Mitigate Stress and Promote Resilience for Healthcare Professionals in Hospital Settings: A Systematic Review and Meta-analysis  
*Sophie Vermeulen<sup>1</sup>, Marlies Schijven<sup>1,2,3</sup>*  
<sup>1</sup>Amsterdam UMC, Amsterdam, Netherlands. <sup>2</sup>Amsterdam Public Health, Digital Health, Amsterdam, Netherlands. <sup>3</sup>Amsterdam Gastroenterology and Metabolism, Amsterdam, Netherlands

- S264 Prosocial Job Crafting in Nursing: How Day-to-Day Efforts to Benefit Others Enhance Individual and Team Well-Being  
Luisa Solms<sup>1</sup>, Daantje Derks<sup>1</sup>, Arnold Bakker<sup>1</sup>, Johanne Søbørg Hartmann<sup>2</sup>, Anne Eskes<sup>3</sup>, Marlies Schijven<sup>3</sup>  
<sup>1</sup>Erasmus University Rotterdam, Rotterdam, Netherlands. <sup>2</sup>Rigshospitalet, Copenhagen, Denmark. <sup>3</sup>Amsterdam UMC, Amsterdam, Netherlands
- S265 Enhancing Psychological Safety in Operating Room Teams through Post Operative Debriefing Supported by Operating Room Black Box Data.  
Johanne Søbørg Hartmann, Jeanett Strandbygaard, Camilla Bernild  
Rigshospitalet, University Hospital, Copenhagen, Denmark

## Symposium: New Perspectives on Work and Leisure in Occupational Health Psychology

**10:15 - 11:45 Room F3003 Chairs Jessica De Bloom, Lotta Harju**

- S266 Moving Back and Forth between Work and Nonwork Roles: Examining The Impacts of Role Integration Direction  
Herman Yosef Paryono, Hendrik J. van de Brake, Thomas A. de Vries, Jessica de Bloom  
University of Groningen, Groningen, Netherlands
- S267 An Integrative Critical Review on Crafting in the Leisure Domain  
Kang Leng Ho<sup>1</sup>, Lotta Harju<sup>2</sup>  
<sup>1</sup>University of Zurich, Zurich, Switzerland. <sup>2</sup>Emlyon Business School, Lyon, France
- S268 Qualitative Exploration of Serious Leisure as an Affordance for Recovery, Role Balance, and Well-being in Working Adults  
Prudence Millear<sup>1</sup>, Roxane Gervais<sup>2</sup>, Pauline Willis<sup>3</sup>  
<sup>1</sup>University of the Sunshine Coast, Sippy Downs, Australia. <sup>2</sup>Practical Psychology Consultancy, Kingston-Upon-Hull, United Kingdom. <sup>3</sup>Lauriate Pty Ltd., Perth, Australia
- S269 Exploring the Impact and Implications of Serious Leisure on Psychological Well-being and Life Satisfaction  
Roxane Gervais<sup>1</sup>, Prudence Millear<sup>2</sup>, Pauline Willis<sup>3</sup>  
<sup>1</sup>Practical Psychology Consultancy, Kingston-Upon-Hull, United Kingdom. <sup>2</sup>University of the Sunshine Coast, Maroochydore, Australia. <sup>3</sup>Lauriate Pty Ltd., Perth, Australia
- S270 Either Serious Leisure or Job Crafting? Latent Profile Approach  
Lotta Harju  
Emlyon Business School, Lyon, France

## Symposium: Shaping Work Together: Dyadic Perspectives on Antecedents and Implications of Employees' Healthy Crafting and Compulsive Overwork

**10:15 - 11:45 Room U3032 Chairs Xenia Bolschakow, Emily Kleszewski**

- S271 Good Work Redesign Begins With Clarity: A First Test of the Clarity about Work Design Needs Construct  
Liubov Elivanova<sup>1</sup>, Maria Tims<sup>1</sup>, Melissa Twemlow<sup>2</sup>  
<sup>1</sup>Vrije Universiteit Amsterdam, Amsterdam, Netherlands. <sup>2</sup>Erasmus University Rotterdam, Rotterdam, Netherlands

- S272 You Craft and Then Do I, But Why? Zooming Into the Transmission of Job Crafting Motivation Between Coworkers  
Xenia Bolschakow<sup>1</sup>, Emily Kleszewski<sup>2</sup>, Thomas Rigotti<sup>1,3</sup>  
<sup>1</sup>Johannes Gutenberg University, Mainz, Germany. <sup>2</sup>Marburg University, Marburg, Germany. <sup>3</sup>Leibniz Institute for Resilience Research, Mainz, Germany
- S273 Let's be Proactive Together: Examining Job Crafting Synchrony and its Relation with Daily Resources, Work Engagement, and Objective Performance in Coworker Dyads  
Nadine Planken<sup>1</sup>, Jan Luca Pletzer<sup>1</sup>, Melissa Twemlow<sup>1</sup>, Arnold Bakker<sup>1,2,3</sup>  
<sup>1</sup>Erasmus University Rotterdam, Rotterdam, Netherlands. <sup>2</sup>University of Vaasa, Vaasa, Finland. <sup>3</sup>University of Ljubljana, Ljubljana, Slovenia
- S274 From Shared Positivity to Meaningful Work: Dual Pathways of Work–Family Interpersonal Capitalization  
Sigi Wang<sup>1</sup>, Yasin Rofcanin<sup>2</sup>, Mireia Las Heras<sup>3</sup>  
<sup>1</sup>Aston University, Birmingham, United Kingdom. <sup>2</sup>University of Bath, Bath, United Kingdom. <sup>3</sup>IESE Business School, Barcelona, Spain
- S275 Contagious Workaholism? A Dyadic Study of Interpersonal Dynamics and Social Costs Among Coworkers  
Emily Kleszewski<sup>1</sup>, Xenia Bolschakow<sup>2</sup>, Monika Bommert<sup>1</sup>, Thomas Rigotti<sup>2,3</sup>  
<sup>1</sup>Marburg University, Marburg, Germany. <sup>2</sup>Johannes Gutenberg University Mainz, Mainz, Germany. <sup>3</sup>Leibniz Institute for Resilience Research Mainz, Mainz, Germany

## Symposium: Mentally Healthy Work: Approaches to Building Psychosocial Safety, Inclusion, and Well-being

10:15 - 11:45 Room F3017 Chairs Sanna Malinen, Katharina Naswall

- S276 A Balancing Act: Key Stakeholders' Perspectives on Work Related Psychosocial Risk Management  
Katharina Näswall, Emma Steel, Sanna Malinen  
 University of Canterbury, Christchurch, New Zealand
- S277 The Whanaungatanga Programme: A Participatory Organizational Intervention To Enhance Mentally Healthy Work Among Firefighters in Aotearoa New Zealand  
Anahí Van Hootegem<sup>1,2</sup>, Josh Darby<sup>3</sup>, Lisa Mackay<sup>4</sup>, Sanna Malinen<sup>1</sup>, Katharina Näswall<sup>1</sup>  
<sup>1</sup>University of Canterbury, Christchurch, New Zealand. <sup>2</sup>KU Leuven, Leuven, Belgium. <sup>3</sup>FENZ, Auckland, New Zealand. <sup>4</sup>Auckland University of Technology, Auckland, New Zealand
- S278 Developing Indigenous Future Leaders: Challenges and Opportunities to Cultural Well-being  
Sanna K. Malinen<sup>1</sup>, Christopher Lockhart<sup>1</sup>, Stephanie Blair<sup>2</sup>, Stevie Blair<sup>2</sup>, Phil O'B Lyver<sup>3</sup>  
<sup>1</sup>University of Canterbury, Christchurch, New Zealand. <sup>2</sup>Rangatahi Tumeke Charitable Trust, Invercargill, New Zealand. <sup>3</sup>New Zealand Institute for Bioeconomy Science, Christchurch, New Zealand

- S279 Would You Present Yourself in a Truthful Manner in the Workplace? Exploring the Impacts of Self-verification Striving on Employee Outcomes  
Wenluo Huang<sup>1</sup>, Sanna Malinen<sup>2</sup>  
<sup>1</sup>NEOMA Business School, Reims, France. <sup>2</sup>University of Canterbury, Christchurch, New Zealand
- S280 Relations Between Mental Health, Employee Well-Being, and Shame at Work: “No-one Feels Shame for Breaking their Leg and Needing Sick Leave, But When it Comes to Mental Health, the Shame is Immense”  
Jaana-Piia Mäkineniemi  
University of Helsinki, Helsinki, Finland
- S281 Making Hybrid Work Work: Intervention and Implementation in Swedish Public Health Knowledge Organization  
Anne Richter  
Karolinska Institute, Stockholm, Sweden. Center for Epidemiology and Community Medicine, Stockholm, Sweden

## Symposium: Navigating and Designing Hybrid Working Environments

10:15 - 11:45 Room F3005 Chairs Alexandra Michel, Deirdre O'Shea

- S282 Possible Consequences and Alternatives of 'Forcing' Remote Workers to the Office  
Janne Kaltiainen  
Finnish Institute of Occupational Health, Helsinki, Finland
- S283 Perceived Fairness of Hybrid Work Policies: Using A Person-Centred Approach to Test Social Exchange Mechanisms Towards Supervisors and Organizations Among Hybrid Workers  
Jonas De Kerf, Miriam Engels, Karolien Hendriks  
Open Universiteit, Heerlen, Netherlands
- S284 Towards Age-friendly Work Environments in Hybrid Work  
Virpi Ruohomäki<sup>1</sup>, Minna Sandelin<sup>2</sup>  
<sup>1</sup>Finnish Institute of Occupational Health, Helsinki, Finland. <sup>2</sup>Inspaces Oy, Espoo, Finland
- S285 Designing for Fit: Linking Physical Work Environments to Activity Support in Coworking Spaces  
Anna Steidle<sup>1</sup>, Muriel Bruhns<sup>2</sup>, Jordan Veigl<sup>2</sup>, Leonie Leitner<sup>2</sup>, Miriam Landowski<sup>2</sup>, Annekatriin Hoppe<sup>2</sup>  
<sup>1</sup>University of Applied Sciences Ludwigsburg, Ludwigsburg, Germany. <sup>2</sup>Humboldt-Universität zu Berlin, Berlin, Germany
- S286 Hybrid Work: Where Are We Coming From, Where Are We Going To?  
Alexandra Michel<sup>1,2</sup>, Deirdre O'Shea<sup>3</sup>, Jari Hakanen<sup>4</sup>, Janne Kaltiainen<sup>4</sup>, Annekatriin Hoppe<sup>5</sup>  
<sup>1</sup>BAuA, Dortmund, Germany. <sup>2</sup>University of Heidelberg, Heidelberg, Germany. <sup>3</sup>University of Limerick, Limerick, Ireland. <sup>4</sup>FIOH, Helsinki, Finland. <sup>5</sup>Humboldt University, Berlin, Berlin, Germany

## Symposium: Keep on Keeping on: New Perspectives to Address Occupational Health and Safety

10:15 - 11:45 Studium 1 (F3020)

Chair Laura Fruhen

- S287 "It's Just How We Do Things Here": An Interview Study on the Normalisation of Procedural Deviation Within the Petrochemical Industry  
*Nejc Sedlar<sup>1</sup>, Amy Irwin<sup>1</sup>, Douglas Martin<sup>1</sup>, Ruby Roberts<sup>2</sup>*  
<sup>1</sup>University of Aberdeen, Aberdeen, United Kingdom. <sup>2</sup>Robert Gordon University, Aberdeen, United Kingdom
- S288 Enhancing Regulatory Inspectors' Safety Decision-Making: Evaluating a Debiasing Training Intervention  
*David Holman<sup>1</sup>, Sara Willis<sup>1</sup>, Sharon Clarke<sup>1</sup>, Afshan Iqbal<sup>2</sup>*  
<sup>1</sup>Alliance Manchester Business School, Manchester, United Kingdom. <sup>2</sup>University of Manchester, Manchester, United Kingdom
- S289 Studying Safety Behaviour Through AI and Textual Data  
*Thomas Reader*  
London School of Economics, London, United Kingdom
- S290 Why Leaders Prioritize Safety Matters: Testing the Role of Affective, Normative and Calculative Safety Commitment in Shaping Employee Safety Behaviour Intentions  
*Daniela Andrei<sup>1</sup>, Laura Fruhen<sup>2</sup>, Annika Mertens<sup>1</sup>*  
<sup>1</sup>Curtin University, Perth, Australia. <sup>2</sup>Radboud University, Nijmegen, Netherlands
- S291 Paradoxical Safety Leadership, Conceptualisation and Measurement  
*Xiaowen Hu<sup>1</sup>, Lixin Jiang<sup>2</sup>, Sara Willis<sup>1</sup>, Tristan Casey<sup>3</sup>, Chiahuei Wu<sup>4</sup>*  
<sup>1</sup>University of Manchester, Manchester, United Kingdom. <sup>2</sup>University of Auckland, Auckland, New Zealand. <sup>3</sup>Griffith University, Brisbane, Australia. <sup>4</sup>Kings College London, London, United Kingdom

## Oral Session: Equality, Diversity and Inclusion II

10:15 - 11:45 Room F3010

Chair Almuth McDowall

- O148 You Are Needed Again, My Fellow: Intergroup Allocation of Illegitimate Tasks to Native and Migrant Professionals  
*Tuerxunhazi Yeerzhati<sup>1</sup>, Clemens Söhngen<sup>2</sup>, Emily Kleszewski<sup>1</sup>, Kathleen Otto<sup>1</sup>*  
<sup>1</sup>Philipps-Universität Marburg, Marburg, Germany. <sup>2</sup>HHL Leipzig Graduate School of Management, Leipzig, Germany
- O149 An Inclusive Working Life for All: Diversity, Equity and Inclusion (DEI) Policy to Support the Inclusion of Employees with Autism and ADHD in the Workplace.  
*Johanna Gustafsson<sup>1</sup>, Maria P Henriksson<sup>2</sup>, Zana Arapovic Johansson<sup>3</sup>, Eric Zander<sup>4,5</sup>, Sven Bölte<sup>4</sup>, Charlotte Wåhlin<sup>6</sup>*  
<sup>1</sup>Örebro University, Örebro, Sweden. <sup>2</sup>Swedish Work Environmental Authority, Stockholm, Sweden. <sup>3</sup>Cognum AB, Gävle, Sweden. <sup>4</sup>Karolinska Institutet, Stockholm, Sweden. <sup>5</sup>Skånes Universitetssjukhus Helsingborg, Lunds universitet och Region Skåne, Lund, Sweden. <sup>6</sup>Linköping University, Linköping, Sweden

- O150 Development And Evaluation Of An Innovative Workability Tool For Later Career Stages: A Mixed-Methods Study  
*Carolin Bontrup<sup>1</sup>, Kirsten Way<sup>2</sup>, Venerina Johnston<sup>3</sup>, Shaun O'Leary<sup>2</sup>, Remko Soer<sup>4</sup>*  
*<sup>1</sup>Zurich University of Applied Sciences, Zurich, Switzerland. <sup>2</sup>The University of Queensland, Brisbane, Australia. <sup>3</sup>The University of Southern Queensland, Ipswich, Australia. <sup>4</sup>mProve ziekenhuizen, Zwolle, Netherlands*
- O151 Integrating Diversity, Equity, and Inclusion into the HERO Model: Development and Validation of the HERODEI Framework  
*Laia Cortina Jarque, Susana Llorens Gumbau, Marisa Salanova Soria*  
*Universitat Jaume I, Castelló de la Plana, Spain*
- O152 Neurodiversity in Business, at Work and Entrepreneurship – What are the Implications for Well-being?  
*Almuth McDowall, Aishwarya Srinivasan*  
*Birkbeck, University of London, London, United Kingdom*

## Oral Session: Interpersonal Relationships

**10:15 - 11:45      Room U4075      Chair Pär Löfstrand**

- O153 Attachment Orientations as Moderators in Day- and Person-Level Relationships Between Work Relationship Quality and Employee Affective Well-Being  
*Claudia Schusterschitz<sup>1</sup>, Wilhelm Geser<sup>2</sup>*  
*<sup>1</sup>UMIT TIROL - Private University for Health Sciences and Health Technology, Hall in Tirol, Austria. <sup>2</sup>Leopold-Franzens-University, Innsbruck, Austria*
- O154 Close to Work but Distant from the Employer: Psychosocial Resources and Strain in the Public Sector  
*Erika Wall, Pär Löfstrand, Mikael Nordenmark, John Selander, Stig Vinberg*  
*Mid Sweden University, Östersund, Sweden*
- O155 Crossover of Resources in the Family and Work Domains  
*Mina Westman<sup>1</sup>, Shoshi Chen<sup>1</sup>, Abira Reizer<sup>2</sup>*  
*<sup>1</sup>Tel Aviv University, Tel Aviv, Israel. <sup>2</sup>Ariel University, Ariel, Israel*
- O156 Social Contagion of Excessive Work Hours: An Egocentric Social Network Analysis  
*Kazuki Kikunaga<sup>1,2</sup>, Ichiro Kawachi<sup>3</sup>, Akinori Nakata<sup>4</sup>*  
*<sup>1</sup>International University of Health and Welfare, Tokyo, Japan. <sup>2</sup>Health Care Science Institute, Tokyo, Japan. <sup>3</sup>Harvard T.H. Chan School of Public Health, Boston, USA. <sup>4</sup>University of Occupational and Environmental Health, Kitakyushu, Japan*
- O157 The Multilayered Structure of Workgroup Ostracism: Mapping Correspondences Between Antecedents and Behavioural Patterns of Ostracism Through a Positioning Theory Lens  
*Yang Yi Liu, Tsung-Yu Wu*  
*National Taiwan University, Taipei, Taiwan*

## Keynote: Capturing Work Life in Real Time: Innovations in Intensive Longitudinal Methods for Occupational Health Psychology (Hybrid Session)

**11:45 - 12:30    Room F2044 (Auditorium)    Chair EAOHP Executive Committee**

- K2    Capturing Work Life in Real Time: Innovations in Intensive Longitudinal Methods for Occupational Health Psychology  
Sabine Sonnentag  
*University of Mannheim, Mannheim, Germany*

## Lunch

**12:30 - 14:00    University of Helsinki Agora Hall**

## Poster Session: Leadership and Occupational Safety and Health

**12:30 - 14:00    University of Helsinki Agora Hall    Chair EAOHP Executive Committee**

- P128    A Collaborative Approach to Safety & Mental Health in Construction  
Serena Rice<sup>1</sup>, Olivia Zarella<sup>2</sup>, Suzanne Nobrega<sup>1</sup>, Liliana Tenney<sup>2</sup>, Jennifer Cavallari<sup>3</sup>,  
Natalie Schwatka<sup>2</sup>  
<sup>1</sup>University of Massachusetts, Lowell, USA. <sup>2</sup>University of Colorado, Aurora, USA.  
<sup>3</sup>University of Connecticut Health Center, Farmington, USA
- P129    Coaching Supervisors to Support Mental Health at Work: Implementation Insights from Occupational Health Professionals in the Netherlands  
Suzanne van Hees<sup>1</sup>, Bouwine Carlier<sup>1</sup>, Lydia in 't Hout<sup>1,2</sup>, Tinka van Vuuren<sup>3</sup>, Roland Blonk<sup>2</sup>, Shirley Oomens<sup>1</sup>  
<sup>1</sup>HAN University of Applied Sciences, Nijmegen, Netherlands. <sup>2</sup>Tilburg University, Tilburg, Netherlands. <sup>3</sup>Open University, Heerlen, Netherlands
- P130    The Dual Functions of Secure Base Leadership: How Safety and Exploration Shape Employee Well-Being and Proactive Behaviour  
Hiroshi Ikeda  
*Kyushu University, Fukuoka, Japan*
- P131    Health Development in Teams with Different Leadership Styles: A Longitudinal Analysis of Workplace Risk Assessments  
Hannah Schade  
*Dortmund, Dortmund, Germany*
- P132    Managing Working Hours During the COVID-19 Pandemic – A Qualitative Study of Managers and Staffing Assistants in the Swedish Healthcare Sector  
Mayar Al Far<sup>1</sup>, Anna Dahlgren<sup>1</sup>, Philip Tucker<sup>2</sup>  
<sup>1</sup>Karolinska Institutet, Stockholm, Sweden. <sup>2</sup>Stockholm University, Stockholm, Sweden
- P133    When a Leader Enhances Engagement by Fostering Social Connections. The Role of Identity Leadership for Work Engagement via Social Job Crafting  
Magdalena Marszałek, Sylwiusz Retowski  
*SWPS University, Sopot, Poland*

## Poster Session: Psychosocial Work Environment Interventions

12:30 - 14:00 University of Helsinki Agora Hall Chair EAOHP Executive Committee

- P134 When Change Becomes Overwhelming: The Impact of Multiple Concurrent Changes on Employee Well-Being  
Joris Van Ruysseveldt  
*Open Universiteit, Heerlen, Netherlands*
- P135 Stress—Mission Possible! The STRESSmission Game as a Psychoeducational Tool in Coping With Stress  
Katarzyna Archanowicz-Kudelska  
*Kozminski University, Warsaw, Poland*
- P136 What's Good for the Patient Is Good for the Staff, Too: How Crisis Intervention Teams in Hospitals Alleviate Strain Among Healthcare Providers  
Sophie Mahn<sup>1</sup>, Teresa Deffner<sup>2</sup>, Mona Weiss<sup>1</sup>  
*<sup>1</sup>Friedrich-Schiller University Jena, Jena, Germany. <sup>2</sup>Senate Department for Science, Health and Nursing Care, Berlin, Germany*
- P137 Disentangling Participation in Organizational-Level Workplace Interventions: Who Participates, How They Participate, and When?  
Henrik Eklund<sup>1</sup>, Magnus Akerstrom<sup>1,2</sup>  
*<sup>1</sup>Institute of Stress Medicine, Region Västra Götaland, Gothenburg, Sweden. <sup>2</sup>University of Gothenburg, Gothenburg, Sweden*
- P138 The Impact of Autonomy and Trust on Well-being: A Natural Experiment in Swedish Home Care  
Nora Bittár, Louise Bringselius, Wiley Wakeman, Karl Wennberg  
*Stockholm School of Economics, Stockholm, Sweden*
- P139 Boost or Burden: A Vignette Study on AI Task Substitution and Peer Comparison at Work  
Mari Trompke, Irmgard Mausz  
*International School of Management, Munich, Germany*
- P140 How Can the Results of the Identification and Analysis of Psychosocial Risk Factors be Linked to the Design of Psychosocial Intervention Programs?  
Juana Patlan-Perez  
*Unam-Mexico, Ciudad de Mexico, Mexico*
- P141 A Review on Organization-level Psychosocial Workplace Interventions in the Nordic Countries: Findings from the NOOPI Project  
Laura Salonen<sup>1</sup>, Birgit Aust<sup>2</sup>, Mathilde Munk Andersen<sup>2</sup>, Margrethe Bjørnstad<sup>3</sup>, Rachel Hasting<sup>3</sup>, Gun Johansson<sup>4</sup>, Taina Leinonen<sup>1</sup>, Morten Birkeland Nielsen<sup>3</sup>, Svetlana Solovieva<sup>1</sup>  
*<sup>1</sup>Finnish Institute of Occupational Health, Helsinki, Finland. <sup>2</sup>The National Research Centre for the Working Environment, Copenhagen, Denmark. <sup>3</sup>The National Institute of Occupational Health, Oslo, Norway. <sup>4</sup>Karolinska Institutet, Stockholm, Sweden*
- P142 The School as a Complex Organization: An Empirical Study on Organizational Climate and Teachers' Well-being in Schools of Campania.  
Maria Francesca Trocino<sup>1</sup>, Giovanni Schettino<sup>1</sup>, Vincenza Capone<sup>1</sup>, Margherita Brondino<sup>2</sup>  
*<sup>1</sup>University of Naples "Federico II", Naples, Italy. <sup>2</sup>University of Verona, Verona, Italy*

- P143 Supporting First-Line Managers' Recovery and their Leadership for Promoting Employees' Recovery – Content and Design of a Sleep and Recovery Intervention  
Anna Dahlgren<sup>1,2</sup>, Majken Epstein<sup>1</sup>, Andrea Eriksson<sup>3</sup>, Anette Harris<sup>4</sup>, Marie Söderström<sup>1,2</sup>  
<sup>1</sup>Karolinska Institutet, Stockholm, Sweden. <sup>2</sup>Stockholm University, Stockholm, Sweden. <sup>3</sup>KTH Royal Institute of Technology, Stockholm, Sweden. <sup>4</sup>University of Bergen, Bergen, Norway

## Poster Session: Antecedents of Stress and Well-being

**12:30 - 14:00 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P144 The Calm Before The Work: Unpacking Recovery and Micro-Role Transitions Before Supplemental Work  
Lisa Boenke, Maike Debus, Laurenz Meier  
 Université Neuchâtel, Neuchâtel, Switzerland
- P145 Meaning of Work and Work Values in Contemporary Italy: A Qualitative Exploration and Comparison  
Alessandra Sacchi, Domenico Sanseverino, Annamaria Castellano, Chiara Ghislieri, Monica Molino  
 University of Turin, Torino, Italy
- P146 Overwork Climate and Quiet Quitting: The Mediating Roles of Burnout and Work Engagement and the Moderating Effects of Basic Psychological Needs  
Sung-Han Liao<sup>1</sup>, Chih-Ying Wu<sup>2</sup>  
<sup>1</sup>National Defense University, Taoyuan City, Taiwan. <sup>2</sup>National Taipei University, New Taipei City, Taiwan
- P147 Sociodemographic and Professional Moderators of the Relationship Between Work Meaning and Teacher Burnout  
Ricardo Peixoto<sup>1,2</sup>, Maria José Carmo<sup>1</sup>  
<sup>1</sup>Portuguese Catholic University, Braga, Portugal. <sup>2</sup>Centre for Philosophical and Humanistic Studies, Braga, Portugal
- P148 Employer's Obligation to Manage Psychosocial Factors  
Pia Perttula, Tiina Kauranen, Elina Tulenheimo-Eklund  
 Finnish Institute of Occupational Health, Helsinki, Finland

## Poster Session: Equality, Diversity and Inclusion

**12:30 - 14:00 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P149 Female Officers in Finnish Forest Sector: A Qualitative Interview Study Among Female Forestry Professionals  
Marja Kallioniemi<sup>1</sup>, Hanna-Riitta Kymäläinen<sup>2</sup>  
<sup>1</sup>Natural Resources Institute Finland, Helsinki, Finland. <sup>2</sup>University of Helsinki, Helsinki, Finland
- P151 Beyond the Label: Comparing Workplace Stigma Toward Autism and ADHD  
Jacob Fridchay, Abira Reizer  
 Ariel University, Ariel, Israel

- P152 Extending the Job Demands–Resources Model to Neurodiversity: The Role of Resilience, Fairness, and Disclosure.  
Kerstin Erdal<sup>1</sup>, Johanna Finne<sup>2</sup>  
<sup>1</sup>Sahlgrenska Academy of Gothenburg University, Gothenburg, Sweden. <sup>2</sup>University of Hagen, Hagen, Germany
- P153 Empowering Workers with Disabilities Through Inclusive Technology  
Sarah Detaille<sup>1</sup>, Monique Bos-Wijers<sup>1</sup>, Etty Wielenga-Meijer<sup>1</sup>, Frank Vaneker<sup>1</sup>, Lysanne Scheijbeler<sup>2</sup>, Clark Nowack<sup>1</sup>, Kitty Jurrius<sup>2</sup>, Levi van Dijk<sup>1</sup>  
<sup>1</sup>HAN University of Applied Sciences, Nijmegen, Netherlands. <sup>2</sup>Saxion University of Applied sciences, Deventer, Netherlands
- P154 Understanding Risks and Resources for Diverse and Vulnerable Workers: The Italian Experience of Workers' Safety Representatives  
Valentina Mariani, Margherita Pasini, Margherita Brondino  
University of Verona, Verona, Italy

## Poster Session: Future of Work and Implications for Health, Safety and Well-being

**12:30 - 14:00 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P155 Techno-uncertainty and Techno-overload among the Dutch Working Population: What is Needed for Simultaneous Promotion of Employee Well-being and Innovative Work Behaviour?  
Judith Engels<sup>1</sup>, Maiitta Spronken<sup>1</sup>, Peter Verboon<sup>1</sup>, Rogier Van de Wetering<sup>1</sup>, Jol Stoffers<sup>1,2,3</sup>, Joris Van Ruysseveldt<sup>1</sup>, Annet De Lange<sup>1,4,5,6</sup>  
<sup>1</sup>Open Universiteit, Heerlen, Netherlands. <sup>2</sup>Zuyd University of Applied Sciences, Sittard, Netherlands. <sup>3</sup>Maastricht University, Maastricht, Netherlands. <sup>4</sup>Universidad da Coruña, Ferrol, Spain. <sup>5</sup>Norwegian University of Science and Technology, Trondheim, Norway. <sup>6</sup>University of Stavanger, Stavanger, Norway
- P156 Understanding Employee Benefit Profiles of Generative AI Use: The Role of Supervisor Attitudes and Age  
Arianna Costantini, Annalisa Theodorou, Nicola Binetti  
Tor Vergata University of Rome, Rome, Italy
- P157 From Hindrance to Challenge: the Protective Role of Techno-Inhibitors in Work Exhaustion  
Tiago Sobral<sup>1</sup>, Joana Vieira dos Santos<sup>1</sup>, Sónia P. Gonçalves<sup>2</sup>  
<sup>1</sup>University of Algarve, Faro, Portugal. <sup>2</sup>Universidade de Lisboa, Lisbon, Portugal
- P158 Development of a scale measuring perceived Generative AI Social Support at Work (GAISS-W)  
Andreas Sarling, Constanze Leineweber, Paraskevi Peristera  
Stockholm University, Stockholm, Sweden
- P159 The AI Emotional Shield: Protecting Hospitality Workers From Guest Incivility Or Intensifying emotional Surveillance?  
Saurabh Jain  
Nottingham Trent University, Nottingham, United Kingdom

## Poster Session: Mental Health and the Workplace

12:30 - 14:00 University of Helsinki Agora Hall Chair EAOHP Executive Committee

- P160 Time is Neutral?: Exploring Liminality in Workplace GBVSH Disclosures  
*Caroline Murphy<sup>1</sup>, Sarah MacCurtain<sup>1</sup>, Carol Ballantine<sup>1</sup>, Margaret Hodgkins<sup>2</sup>, Patricia MacNamara<sup>1</sup>, Declan Fahie<sup>3</sup>, Padraig MacNeela<sup>2</sup>, Niamh Hickey<sup>1</sup>*  
<sup>1</sup>University of Limerick, Limerick, Ireland. <sup>2</sup>University of Galway, Galway, Ireland.  
<sup>3</sup>University College Dublin, Dublin, Ireland
- P161 Perceived Organizational Exploitation and Employee Health: An Examination of Processes and Boundary Conditions  
*Sandra Costa<sup>1</sup>, Jacqueline Coyle-Shapiro<sup>2,3</sup>, Sara Corlett<sup>4</sup>, Tiago Aguiar<sup>1</sup>*  
<sup>1</sup>University Institute of Lisbon, Lisbon, Portugal. <sup>2</sup>London School of Economics and Political Science, London, United Kingdom. <sup>3</sup>Jack H. Brown College of Business and Public Administration, California, USA. <sup>4</sup>Universidad de Valladolid, Valladolid, Spain
- P162 Mental Health Challenges and the Work of Occupational Health (OH) Psychologists in OH Services  
*Marja-Leena Haavisto<sup>1</sup>, Mari-Anne Wallius<sup>2</sup>, Erja Sormunen<sup>3</sup>*  
<sup>1</sup>Finnish Institute of Occupational Health, Helsinki, Finland. <sup>2</sup>Finnish Institute of Occupational Health, Turku, Finland. <sup>3</sup>Finnish Institute of Occupational Health, Oulu, Finland
- P163 Enhancing Leadership through Mental Health  
*Julian Barling<sup>1</sup>, Kaylee Somerville<sup>1</sup>, Nick Turner<sup>2</sup>, Cindy Suurd Ralph<sup>3</sup>, Simon Rego<sup>4</sup>*  
<sup>1</sup>Queen's University, Kingston, Canada. <sup>2</sup>University of Calgary, Calgary, Canada.  
<sup>3</sup>Royal Military College, Kingston, Canada. <sup>4</sup>The University Hospital for Albert Einstein College of Medicine, Bronx, USA
- P164 Validation of a Work Experience Tool (WEX Tool) within Belgian Public and Private Sectors  
*Céline Leclercq, Aurélie Caron, Romane Scius, Nicolas Watrin, Isabelle Hansez*  
University of Liège, Liège, Belgium
- P165 Do Health Issues Lead to More Hindrance Stressors and Fewer Challenge Stressors? Cross-Lagged Reciprocal Associations of Psychosomatic Complaints and Irritation With Stressors During the First 20 Years of Work  
*Nils Tritschler<sup>1,2</sup>, Wolfgang Kaelin<sup>1,2</sup>, Norbert Semmer<sup>1,2</sup>, Franziska Tschan<sup>3,2</sup>, Achim Elfering<sup>1,2</sup>*  
<sup>1</sup>University of Bern, Bern, Switzerland. <sup>2</sup>Swiss Center for Affective Science (CISA), Geneva, Switzerland. <sup>3</sup>University of Neuchâtel, Neuchâtel, Switzerland
- P166 Could Learning Organizations Facilitate Physician Well-being? A Systematic Review  
*Patrick Sweet<sup>1</sup>, Catherine Loughlin<sup>2</sup>*  
<sup>1</sup>Saint Mary's University, Halifax, Canada. <sup>2</sup>Dalhousie University, Halifax, Canada
- P167 A Pilot Stepped-Wedge Randomized Controlled Trial Assessing the Efficacy of a Group-based Intervention to Improve Job Tenure of Individuals Receiving Supported Employment Services  
*Genevieve Sauve<sup>1,2</sup>, Nadine Larivière<sup>3</sup>, Francis Milot-Lapointe<sup>3</sup>, Delphine Raucher-Chéné<sup>4</sup>, Jai Shah<sup>4</sup>, Alina Stamate<sup>1</sup>, Elisabeth Thibaudeau<sup>5</sup>, Patrizia Villotti<sup>1</sup>, Marc Corbière<sup>1</sup>, Srividya Iyer<sup>4</sup>, Katie Lavigne<sup>4</sup>, Tania Lecomte<sup>6</sup>, Réginald Savard<sup>1</sup>, Justin Smith<sup>7</sup>*

<sup>1</sup>Université du Québec A Montréal, Montreal, Canada. <sup>2</sup>Douglas Research Center, Montreal, Canada. <sup>3</sup>Université de Sherbrooke, Sherbrooke, Canada. <sup>4</sup>McGill University, Montreal, Canada. <sup>5</sup>Université Laval, Quebec, Canada. <sup>6</sup>Université de Montréal, Montreal, Canada. <sup>7</sup>University of Utah, Salt Lake City, USA

- P168 Cultivating Well-Being: A Community-Based Participatory Study of Latino Farmworkers' Mental Health During the Implementation of Farmworker Overtime Pay Policy  
*Nicholas Smith<sup>1</sup>, Leslie Hammer<sup>2</sup>, Krista Brockwood<sup>2</sup>, Larry Martinez<sup>1</sup>, Alicia Arreola-Bustos<sup>2</sup>*  
<sup>1</sup>The University of Texas, Arlington, USA. <sup>2</sup>Oregon Health & Science University, Portland, USA

## Poster Session: Employee Performance and Well-being

**12:30 - 14:00 University of Helsinki Agora Hall Chair EAOHP Executive Committee**

- P169 Crafting a Satisfying Day: Investigating Basic Psychological Need Satisfaction Across Daily Life Domains  
*Salomé Dépraz<sup>1,2</sup>, Laurenz Meier<sup>1</sup>, Michaela Knecht<sup>2</sup>*  
<sup>1</sup>University of Neuchâtel, Neuchâtel, Switzerland. <sup>2</sup>University of Applied Sciences and Arts Northwestern Switzerland, Olten, Switzerland
- P170 Wise Moves at Work: A Dutch Short-Form Adaptation of the Wise Proactivity Scale  
*Sait Gürbüz<sup>1</sup>, Annet de Lange de Lange<sup>2,3,4,5</sup>, Marit Christensen<sup>3,6</sup>*  
<sup>1</sup>Hanze University of Applied Sciences, Groningen, Netherlands. <sup>2</sup>Open University, Heerlen, Netherlands. <sup>3</sup>Norwegian University of Science and Technology, Trondheim, Norway. <sup>4</sup>University of Stavanger, Stavanger, Norway. <sup>5</sup>Universidade da Coruña, Ferrol, Spain. <sup>6</sup>Inland Norway University of Applied Sciences, Lillehammer, Norway
- P171 A Conceptual Replication and Extension of "Period Presenteeism - Working While Experiencing Dysmenorrhea" in a Norwegian Working Context  
*Sophia Humps, Helena Malvik, Amina Baazi, Nina Junker*  
University of Oslo, Oslo, Norway
- P172 Tough Day Ahead? The Role of Morning Reattachment in Dealing With Anticipated Job Demands  
*Anna Luca Mackenbach<sup>1</sup>, Malte Roswag<sup>2,3</sup>, Jana Kühnel<sup>1,4</sup>*  
<sup>1</sup>Goethe University Frankfurt, Frankfurt am Main, Germany. <sup>2</sup>University of Hildesheim, Hildesheim, Germany. <sup>3</sup>Freie Universität Berlin, Berlin, Germany. <sup>4</sup>University of Vienna, Vienna, Austria
- P173 Exploring the Benefits of Coaching Comparing Coachees and Non-coachees  
*Roxane Gervais<sup>1</sup>, Prudence Millear<sup>2</sup>, Pauline Willis<sup>3</sup>*  
<sup>1</sup>Practical Psychology Consultancy Ltd, Kingston-Upon-Hull, United Kingdom. <sup>2</sup>University of The Sunshine Coast, Sippy Downs, Queensland, Australia. <sup>3</sup>Lauriate Pty Ltd, Perth, Australia
- P174 The Association Between Social Networks, Work Engagement, and Job Satisfaction Among Small Business Owners  
*Mikko Nykänen, Majja Suokas, Iina Manninen*  
Elo Mutual Pension Insurance Company, Espoo, Finland

- P175 Situational Coping Efficacy as a Moderator of the Within-Person Individual Consequences of Workplace Ostracism: A Weekly Diary Study  
*Øystein Løvik Hoprekstad, Mats Glambek*  
*BI Norwegian Business School, Bergen, Norway*
- P176 Chronological and Subjective Age at Work: Its Moderating Role in Organizational Well-being from the Hero Model  
*Jaime Martín, Richard Merhi, Marisa Salanova*  
*Universitat Jaume I, Castellón de la Plana, Spain*
- P177 Digital Disconnection and Nature Contact Improve Daily Recovery and Well-being: Animal Contact Makes the Difference  
*Alice Verlinden<sup>1</sup>, Joni Delanoëije<sup>1,2</sup>*  
*<sup>1</sup>KU Leuven, Leuven, Belgium. <sup>2</sup>Research Foundation Flanders (FWO), Brussels, Belgium*
- P178 Unlocking Workforce Potential Through AI-Driven, Personalized Sleep Interventions  
*Zheng Chen<sup>1</sup>, Logan Steele<sup>2</sup>, Claire Smith<sup>3</sup>, Varol Kayhan<sup>1</sup>, Kim French<sup>4</sup>, Karel Calero<sup>3</sup>, Paul Spector<sup>3</sup>, David Howard<sup>3</sup>, Mukhunth Raghavan<sup>3</sup>, Rebecca Lindgren<sup>3</sup>, Triparna De Vreede<sup>5</sup>, Gary Patterson<sup>1</sup>, Holly Murphy<sup>6</sup>*  
*<sup>1</sup>University of South Florida, Saint Petersburg, USA. <sup>2</sup>Boise State University, Boise, USA. <sup>3</sup>University of South Florida, Tampa, USA. <sup>4</sup>Colorado State University, Boulder, USA. <sup>5</sup>University of South Florida, Sarasota, USA. <sup>6</sup>Tampa General Hospital, Tampa, USA*

## ICG-OHP Meeting

13:00 - 14:00 Room F3005 Chair EAOHP Executive Committee

## Symposium: Reference and Limit Values for Psychosocial Hazards at work: Conceptual Approaches, Empirical Evidence and Practical Implications

14:00 - 15:30 Room F2044 (Auditorium) Chairs Jessica Lang, Roman Pauli

- S292 Different Ways to Detect Unfavourable Psychosocial Working Conditions. Examples from the COPSOQ International Network Especially Focusing on the German Approach Using Reference Values  
*Matthias Nübling, Marius Quernes, Nicola Häberle, Alexandra Kleine-Albers, Nils Ellebrecht, Martin Vomstein, Hans-Joachim Lincke*  
*FFAW: Freiburg research centre for occupational sciences, Freiburg, Germany*
- S293 Criterion-Related Cut-Off Values for Decision Latitude and Work Intensity: Determination and Evaluation  
*Vincent Gehrke-Walther, Renate Rau, Stephan Salber*  
*Martin-Luther-Universität, Halle-Wittenberg, Germany*
- S294 From Jobs to Occupations: Examining the Feasibility of Occupational Exposure Limits for Psychosocial Hazards  
*Yannick Metzler<sup>1</sup>, Yacine Taibi<sup>2</sup>, Emad Alyan<sup>1</sup>, Andreas Müller<sup>3</sup>*  
*<sup>1</sup>Technical University of Dortmund, Dortmund, Germany. <sup>2</sup>Thyssenkrupp Steel Europe AG, Duisburg, Germany. <sup>3</sup>University of Duisburg-Essen, Essen, Germany*

- S295 Risk-based Cut-Offs for Group-Level Psychosocial Job Stressors and Resources Scores and their Predictive Quality for individual Health Impairments  
*Jan Dettmers, Ivon Ames*  
*University of Hagen, Hagen, Germany*
- S296 Occupational Exposure Limits for Non-psychosocial Hazards: A Blueprint?  
*Thomas Kraus*  
*RWTH University, Aachen, Germany*

**Symposium: Critical Perspectives in Occupational Health Psychology: Empirical Evidence, Methodological Challenges and Alternative Solutions in Understanding Health and Work Under Current Political-Economic Conditions**

**14:00 - 15:30 Room F4050 (Small Hall) Chairs S. Diestel, F. Meidrodt, W. Rivkin**

- S297 Self-Endangering Work Behaviour of Professional Employees: Performance-Oriented Social Norms, Indirect Management Control Practices, and Overcommitment as Antecedents with Psychological Irritation and Subjective Well-being as Indicators of Occupational Health Impact  
*Severin Hornung, Thomas Höge, Christine Unterrainer*  
*University of Innsbruck, Innsbruck, Austria*
- S298 Algorithmic Management and Workers' Participation in Occupational Health and Safety  
*Andreas Müller<sup>1</sup>, Michael Ertel<sup>2</sup>, Anne Kemter<sup>3</sup>, Scheepers Louisa<sup>4</sup>*  
*<sup>1</sup>University of Duisburg-Essen, Essen, Germany. <sup>2</sup>Federal Institute for Occupational Safety and Health, Berlin, Germany. <sup>3</sup>Federal Institute for Occupational Safety and Health, Dresden, Germany. <sup>4</sup>Heinrich-Heine University Düsseldorf, Düsseldorf, Germany*
- S299 How Precarious Work Leads to Strain: The Role of Self-Endangering Work Intensification and Perceived Neoliberalism  
*Filiz Meidrodt<sup>1</sup>, Stefan Diestel<sup>1</sup>, Severin Hornung<sup>2</sup>*  
*<sup>1</sup>University of Wuppertal, Wuppertal, Germany. <sup>2</sup>University of Innsbruck, Austria*
- S300 The Impact of Work Stress on Neoliberal Beliefs and Right-Wing Authoritarianism: Results from a Longitudinal Study during The German Federal Election  
*Stefan Diestel<sup>1</sup>, Filiz Meidrodt<sup>1</sup>, Severin Hornung<sup>2</sup>, Wladislaw Rivkin<sup>3</sup>*  
*<sup>1</sup>University of Wuppertal, Wuppertal, Germany. <sup>2</sup>University of Innsbruck, Innsbruck, Austria. <sup>3</sup>Trinity College Dublin, Dublin, Ireland*
- S301 Confusion Blinds the Eye: The Representation Crisis in Occupational Health Psychology  
*Franziska J. Kössler, Malena Gottschling, Ella Levien, Beatrice E. Dogbey, Christian Kuhnert, Anastasiia Nosenkova, Léo Zucker*  
*Leuphana University Lüneburg, Lüneburg, Germany*
- S302 Beyond Self-Care: Collective Sources of Psychological Resilience in an Age of Crisis  
*Edina Dóci*  
*Vrije Universiteit Brussel, Brussels, Belgium*

## Symposium: What Are the Psychosocial Risks of Algorithmic Management, and How Can We Address Them?

14:00 - 15:30

Room F3003

Chairs Carin Håkansta, Virpi Kalakoski

- S303 Results from Two Cross-sectional Studies in Sweden on Associations Between Algorithmic Management and Health in Logistics  
*Carin Håkansta*<sup>1</sup>, *Ruben Lind*<sup>1</sup>, *Karin Hennum Nilsson*<sup>1</sup>, *Nuria Matilla Santander*<sup>1</sup>, *Pille Strauss*<sup>1</sup>, *Virginia Gunn*<sup>2</sup>  
<sup>1</sup>Karolinska Institutet, Stockholm, Sweden. <sup>2</sup>Cape Breton University, Sydney, Canada
- S304 Can Just Algorithmic Management Decisions Protect Against Experiences of Dehumanization in Gig Workers and Truck Drivers?  
*Madison Kho*<sup>1</sup>, *Annika Mertens*<sup>1</sup>, *Xavier Parent-Rocheleau*<sup>2</sup>, *Sharon Parker*<sup>1</sup>  
<sup>1</sup>Curtin University, Perth, Australia. <sup>2</sup>HEC Montreal, Montreal, Canada
- S305 Job Demands and Resources in Algorithmic Management: Workers' Experiences of Algorithm-assisted Task Allocation and Performance Management  
*Heidi Lahti*<sup>1,2</sup>, *Virpi Kalakoski*<sup>1</sup>, *Pille Strauss*<sup>3</sup>, *Virginia Gunn*<sup>4,3</sup>, *Carin Håkansta*<sup>3</sup>  
<sup>1</sup>Finnish Institute of Occupational Health, Helsinki, Finland. <sup>2</sup>Tampere University, Tampere, Finland. <sup>3</sup>Karolinska Institutet, Stockholm, Sweden. <sup>4</sup>Cape Breton University, Nova Scotia, Canada
- S306 Digitalisation as Psychosocial Change: Lessons from AI Scheduling  
*Pille Strauss*<sup>1</sup>, *Lisen Löwstedt*<sup>1</sup>, *Virpi Kalakoski*<sup>2</sup>, *Heidi Lahti*<sup>2,3</sup>, *Carin Håkansta*<sup>1</sup>  
<sup>1</sup>Karolinska Institutet, Stockholm, Sweden. <sup>2</sup>FIOH, Helsinki, Finland. <sup>3</sup>Tampere University, Tampere, Finland
- S307 Utilizing a Bow Tie Approach to Plan Interventions Addressing Psychosocial Risks of Algorithmic Management  
*Virginia Gunn*<sup>1,2</sup>, *Michael Quinlan*<sup>3</sup>, *Heidi Lahti*<sup>4</sup>, *Penny Williams*<sup>5</sup>, *Johan Holm*<sup>6</sup>, *Virpi Kalakoski*<sup>4</sup>, *Pille Strauss*<sup>2</sup>, *Lisen Löwstedt*<sup>2</sup>, *Ruben Lind*<sup>2</sup>, *Min Kyung Lee*<sup>7</sup>, *Angie Zhang*<sup>7</sup>, *Denise Harkema*<sup>8</sup>, *Carin Håkansta*<sup>2</sup>  
<sup>1</sup>Cape Breton University, Sydney, Canada. <sup>2</sup>Karolinska Institutet, Stockholm, Sweden. <sup>3</sup>University of New South Wales, Sydney, Australia. <sup>4</sup>Finnish Institute of Occupational Health, Helsinki, Finland. <sup>5</sup>Queensland University of Technology, Brisbane, Australia. <sup>6</sup>Umeå University, Umeå, Sweden. <sup>7</sup>University of Texas, Austin, USA. <sup>8</sup>Organization for Applied Scientific Research, Hague, Netherlands
- S308 How to Identify Psychosocial Workload Factors Related to Algorithmic Management: A Research-Based Checklist for Workplaces  
*Virpi Kalakoski*<sup>1</sup>, *Denise Harkema*<sup>2</sup>, *Pille Strauss*<sup>3</sup>, *Heidi Lahti*<sup>1,4</sup>, *Lisen Löwstedt*<sup>3</sup>, *Steven Dhondt*<sup>2</sup>, *Carin Håkansta*<sup>3</sup>  
<sup>1</sup>Finnish Institute of Occupational Health, Helsinki, Finland. <sup>2</sup>TNO, Leiden, Netherlands. <sup>3</sup>Karolinska Institute, Stockholm, Sweden. <sup>4</sup>Tampere University, Tampere, Finland

## Oral Session: Antecedents of Stress and Well-being III

14:00 - 15:30 Room U3032

Chair Céline Diaz

- O158 A Daily Examination of the Predictors of Afterwork Alcohol Use: The Role of Work-Related Stress and Fatigue  
Céline Diaz<sup>1,2</sup>, Alexandre J.S. Morin<sup>3,4</sup>, Jérémy J.C. Thomas<sup>2</sup>, Fabien Gierski<sup>2,5</sup>, Stéphanie Austin<sup>6</sup>, Coralie Barbe<sup>2</sup>, Nicolas Gillet<sup>1,7</sup>, Tiphaine Huyghebaert-Zouaghi<sup>2</sup>  
<sup>1</sup>Université de Tours, Tours, France. <sup>2</sup>Université de Reims Champagne-Ardenne, Reims, France. <sup>3</sup>Concordia University, Montréal, Canada. <sup>4</sup>North-West University, Vanderbijlpark, South Africa. <sup>5</sup>Université de Picardie Jules-Verne, Amiens, France. <sup>6</sup>Université du Québec à Trois-Rivières, Trois-Rivières, Canada. <sup>7</sup>Institut Universitaire de France, Paris, France
- O159 Investigating Needs-Based Job and Off-Job Crafting Strategies: a Mixed-Methods Diary Study in German Employees  
Martin Tušl<sup>1</sup>, Anja I. Morstatt<sup>2</sup>, Laurenz L. Meier<sup>3</sup>  
<sup>1</sup>University of Zurich, Zurich, Switzerland. <sup>2</sup>Technische Universität Braunschweig, Braunschweig, Germany. <sup>3</sup>University of Neuchâtel, Neuchâtel, Switzerland
- O160 Reflecting on Context in Return-to-Work Well-Being Perceptions  
Duncan Jackson<sup>1</sup>, Amanda Jones<sup>1</sup>, George Michaelides<sup>2</sup>  
<sup>1</sup>King's Business School, London, United Kingdom. <sup>2</sup>Norwich Business School, Norwich, United Kingdom
- O161 Probing the Nature and Efficacy of UK Academics' Responses to Work-Related Anxiety  
Neil Conway<sup>1</sup>, Btissam Aboubichr<sup>1</sup>, Michael Clinton<sup>2</sup>, Tina Kiefer<sup>3</sup>  
<sup>1</sup>Royal Holloway, Surrey, United Kingdom. <sup>2</sup>King's College Business School, London, United Kingdom. <sup>3</sup>Warwick Business School, Warwick, United Kingdom
- O162 Social and Psychological Well-being Through the Lens of Ecological Systems Theory  
Henrik Strömsöe, Elin Stark, Susanne Tafvelin, Andreas Stenling  
Umeå University, Umeå, Sweden
- O163 Understaffing, Daily Workload, and Employee Well-Being: The Dual Role of Person-Job Fit  
Wilfred van den Brand<sup>1</sup>, Irina Nikolova<sup>2</sup>, Arne Vanderstikken<sup>1</sup>  
<sup>1</sup>Open Universiteit, Heerlen, Netherlands. <sup>2</sup>Maastricht University, Maastricht, Netherlands

## Oral Session: Future of Work and Implications for Health, Safety and Well-being II

14:00 - 15:30 Room F3017

Chair Diana Kusik

- O164 Perceived Crowding in Flex-Offices: Impacts on Dignity at Work, Organizational Cynicism, and Intention to Stay  
Camille Reculet, Evelyne Fouquereau  
Université de Tours, Tours, France

- O165 Navigating the Flexible Office: Job Crafting and Employee Well-Being in Hybrid Workplaces with Office Space Shortages  
*Mejse Hasle, Mathilde Madsen, Anne Pedersen, Kasper Edwards, Christine Ipsen*  
*Technical University of Denmark, Ballerup, Denmark*
- O166 Psychological Dilemmas in Remote and Hybrid Work Settings: Insights from an Agile Organization  
*Alexandra Anna Halmos<sup>1,2</sup>, Zsolt Péter Szabó<sup>2,3</sup>, Miklós Antal<sup>4</sup>*  
*<sup>1</sup>Budapest University of Technology and Economics, Budapest, Hungary. <sup>2</sup>Budapest Corvinus University, Budapest, Hungary. <sup>3</sup>Eötvös Loránd Science University, Budapest, Hungary. <sup>4</sup>MTA-ELTE Momentum New Vision Research Group, Budapest, Hungary*
- O167 Profiles of Chatbot Users in the Workplace: Linking Acceptance and Concerns to Psychological Ownership and Performance  
*Domenico Sanseverino, Chiara Ghislieri*  
*Università degli Studi di Torino, Torino, Italy*
- O168 Flexible Remote Work and Its Effects on Job Demands, Decision Control, and Psychological Complaints: A latent change score analysis  
*Lorena Edith Trevino Garcia<sup>1,2</sup>, Jan Olav Christensen<sup>1</sup>, Live Bakke Finne<sup>1</sup>*  
*<sup>1</sup>National Institute of Occupational Health Norway (STAMI), Oslo, Norway. <sup>2</sup>University of Oslo, Oslo, Norway*
- O169 Shaping the Decision to Stay: The Role of Autonomy-Supportive Leadership, Job Crafting, and Autonomous Motivation in Explaining Employee Intention to Quit  
*Diana Kusik<sup>1</sup>, Elif Alkan<sup>2</sup>, Selin Kizilkar<sup>2</sup>*  
*<sup>1</sup>Jagiellonian University, Krakow, Poland. <sup>2</sup>University of Warsaw, Warsaw, Poland*

### Oral Session: Mental Health and the Workplace III

**14:00 - 15:30 Room F3005**

**Chair Asta Medisauskaite**

- O170 Vocational Recovery Through Income-Protection Insurance: Findings from a Scoping Review, Claimant Interviews, and Stakeholder Focus Groups in Australia  
*Fiona Green, Nicola Hancock, Lynda Matthews, Justin Scanlan*  
*University of Sydney, Sydney, Australia*
- O171 Presenteeism Trajectories and Mental Health: the Roles of Distress, Engagement, and Psychosocial Risks in Different Work Modalities  
*Salvoni Sandra, Caroline Biron, Marie-Hélène Gilbert, Hans Ivers*  
*Laval University, Québec, Canada*
- O172 Cohort Effects in Disability Pension Applications for Mental Health Disorders  
*Riku Louhimo, Auli Airila*  
*Varma Mutual Pension Insurance Company, Helsinki, Finland*
- O173 Working Conditions and Mental Health in Healthcare and Social Welfare: A Systematic Review of Longitudinal Relationships  
*Doreen Wessels<sup>1,2</sup>, Anna Katharina Koch<sup>3</sup>, Mareike Adler<sup>4</sup>, Sabine Gregersen<sup>4</sup>, Albert Nienhaus<sup>5,4</sup>, Sylvie Vincent-Höper<sup>1,2</sup>*  
*<sup>1</sup>MSH-Medical School Hamburg, Hamburg, Germany. <sup>2</sup>IESW-Institute for Environmental, Social and Work Psychology, Hamburg, Germany. <sup>3</sup>Charité*

Competence Center for Traditional and Integrative Medicine (CCCTIM), Berlin, Germany. <sup>4</sup>Berufsgenossenschaft für Gesundheitsdienst und Wohlfahrtspflege (BGW), Hamburg, Germany. <sup>5</sup>University Clinic Hamburg-Eppendorf, Hamburg, Germany

- O174 From Linear to Circular: A New Paradigm for Mental Health and Productivity at Work  
*Maria Karanika-Murray<sup>1</sup>, Christine Ipsen<sup>2</sup>*  
<sup>1</sup>University of Leicester, Leicester, United Kingdom. <sup>2</sup>Technical University of Denmark, Ballerup, Denmark
- O175 Enhance Employee Well-being at The Team Level: A Process-State Framework of Team Well-being  
Lu Wang, Tina Kiefer, Tamara Friedrich  
 Warwick Business School, Coventry, United Kingdom

## Oral Session: Organizational Interventions and Outcomes

- | 14:00 - 15:30 | Studium 1 (F3020)  | Chair Riikka Ruotsala |
|---------------|--|-----------------------|
| O176          | Employers' Utilisation of and Collaboration With Occupational Health Services in Preventive Occupational Health and Safety Management<br><u>Magnus Akerstrom</u> <sup>1,2</sup> , Jens Wahlström <sup>3</sup> , Cathrine Reineholm <sup>4</sup> , Ingibjörg H Jonsdottir <sup>1,2</sup><br><sup>1</sup> Institute of Stress Medicine, Region Västra Götaland, Gothenburg, Sweden. <sup>2</sup> University of Gothenburg, Gothenburg, Sweden. <sup>3</sup> Umeå University, Umeå, Sweden. <sup>4</sup> Linköping University, Linköping, Sweden                  |                       |
| O177          | Effect Evaluation of an Organizational-level Workplace Intervention to Improve Medical Doctors' Sustainable Employability and the Mediating Role of Changes in Job Factors<br><i>Anna van Duijnhoven<sup>1</sup>, <u>Juriena de Vries</u><sup>1</sup>, Hanneke Hulst<sup>2</sup>, Margot van der Doef<sup>1</sup></i><br><sup>1</sup> Leiden University, Leiden, Netherlands. <sup>2</sup> University of Auckland, Auckland, New Zealand   |                       |
| O178          | An Intervention Study: Cross-Functional Collaboration in Developing a Proactive Approach to Managing Psychosocial Factors<br><u>Riikka Ruotsala</u> <sup>1</sup> , Miira Heiniö <sup>2</sup> , Teperi Anna-Maria <sup>2</sup> , Pia Perttula <sup>1</sup><br><sup>1</sup> Finnish Institute of Occupational Health, Tampere, Finland. <sup>2</sup> Finnish Institute of Occupational Health, Helsinki, Finland   |                       |
| O179          | Effects of Working Time and Setting Arrangements on the Physical and Mental Health and Well-being of Workers: a Systematic Umbrella Review<br><i>Caleb Leduc<sup>1</sup>, <u>Andrew Dyer</u><sup>1</sup>, Birgit Greiner<sup>1</sup>, Johanna Cresswell-Smith<sup>2</sup>, Reiner Rugulies<sup>3</sup>, Ella Arensman<sup>1</sup></i><br><sup>1</sup> University College Cork, Cork, Ireland. <sup>2</sup> Finnish Institute for Health and Welfare, Helsinki, Finland. <sup>3</sup> National Research Centre for the Working Environment, Copenhagen, Denmark |                       |
| O180          | Mapping Sustainable Employability Instruments and Interventions: An Integrative Framework to Guide Employer Decision-Making<br><u>Djoerd Hiemstra</u> , Folkert de Jong<br>NHL Stenden University, Leeuwarden, Netherlands   |                       |

- O181 Linking Line Manager Mental Health Training to Presenteeism, Well-Being Practices and Business Performance: A Multi-Study Analysis and Evidence Synthesis  
Juliet Hassard<sup>1</sup>, Teixieria Dulal-Arthur<sup>1</sup>, Louise Thomson<sup>2</sup>, Stephen Roper<sup>3</sup>, Vicki Belt<sup>3</sup>, Jane Bourke<sup>4</sup>, Stavroula Leka<sup>5</sup>, Holly Blake<sup>2</sup>  
<sup>1</sup>Queen's Business School, Belfast, United Kingdom. <sup>2</sup>University of Nottingham, Nottingham, United Kingdom. <sup>3</sup>University of Warwick, Coventry, United Kingdom. <sup>4</sup>University College Cork, Cork, Ireland. <sup>5</sup>Lancaster University, Lancaster, United Kingdom

## Oral Session: Work-life Balance and Work-family Conflict

14:00 - 15:30 Room F3010

Chair Prudence Millear

- O182 Employee Voice and Work-life Balance Across Cultures  
Maria Pereira<sup>1</sup>, Filipe Coelho<sup>1</sup>, Concepción Varela-Neira<sup>2</sup>  
<sup>1</sup>Universidade de Coimbra, Coimbra, Portugal. <sup>2</sup>University of Santiago de Compostela, Santiago de Compostela, Spain
- O183 Becoming Fulfilled: Assessing Work-life Conflict as a Distractor to Achieving One's Personal Needs  
Roxane Gervais<sup>1</sup>, Prudence Millear<sup>2</sup>  
<sup>1</sup>Practical Psychology Consultancy Ltd, Kingston-Upon-Hull, United Kingdom. <sup>2</sup>University of The Sunshine Coast, Sippy Downs, Queensland, Australia
- O184 More or Less Work-life Balance: Employed Mothers, Fathers, and Non-parents as University Students  
Prudence Millear<sup>1</sup>, Roxane Gervais<sup>2</sup>  
<sup>1</sup>University of the Sunshine Coast, Sippy Downs, Australia. <sup>2</sup>Practical Psychology Consultancy Ltd., Hull, United Kingdom
- O185 Work Engagement, Workaholism and Child Well-being: The Mediating Role of Warm Parental Attitudes among Japanese Dual-earner Couples with Pre-school Children  
Akihito Shimazu<sup>1</sup>, Tomoko Kamijo<sup>2</sup>, Masahito Tokita<sup>2</sup>, Takeo Fujiwara<sup>3</sup>, Noboru Iwata<sup>4</sup>, Masakatsu Ono<sup>5</sup>, Miho Takahashi<sup>6</sup>, Izumi Watai<sup>7</sup>  
<sup>1</sup>Keio University, Fujisawa, Japan. <sup>2</sup>Keio Research Institute at SFC, Fujisawa, Japan. <sup>3</sup>Institute of Science Tokyo, Tokyo, Japan. <sup>4</sup>Dokkyo Medical University, Mibu, Japan. <sup>5</sup>University of Manchester, Manchester, United Kingdom. <sup>6</sup>The University of Tokyo, Tokyo, Japan. <sup>7</sup>Hamamatsu University School of Medicine, Hamamatsu, Japan
- O186 Crossover Effects of Work-Family and Family-Work Conflict on Health and Well-Being: A Dyadic Meta-Analysis of Dual-Earner Couples  
Ewelina (Nina) Smoktunowicz<sup>1</sup>, Jacek Buczny<sup>2</sup>, Magdalena Lesnierowska<sup>1</sup>, Malwina Puchalska<sup>3</sup>, Anna Switajska<sup>3</sup>, Marta Roczniowska<sup>4,3</sup>  
<sup>1</sup>SWPS University, Warsaw, Poland. <sup>2</sup>Vrije Universiteit Amsterdam, Amsterdam, Netherlands. <sup>3</sup>SWPS University, Sopot, Poland. <sup>4</sup>Karolinska Institutet, Stockholm, Sweden
- O187 The Implementation of New Working Time Rules in Swedish Healthcare – HR Perspectives  
Marie Söderström<sup>1,2</sup>, Mayar Al Far<sup>1</sup>, Kristin Öster<sup>1</sup>, Anna Dahlgren<sup>1,2</sup>  
<sup>1</sup>Karolinska Institutet, Solna, Sweden. <sup>2</sup>Stockholm University, Stockholm, Sweden

## Oral Session: Workplace Violence, Bullying and Harassment II

14:00 - 15:30 Room U4075

Chair Katherine Jachens

- O188 Workplace Bullying and Psychosocial Work Conditions: Evidence from a Representative Study in Germany  
*Antonia M. Buß<sup>1</sup>, Franziska D. Welzel<sup>1</sup>, Franziska U. Jung<sup>1</sup>, Alexander Pabst<sup>1</sup>, Hermann Burr<sup>2</sup>, Uwe Rose<sup>2</sup>, Andreas Seidler<sup>3</sup>, Steffi G. Riedel-Heller<sup>1</sup>, Margrit Löbner<sup>1</sup>*  
<sup>1</sup>University of Leipzig, Leipzig, Germany. <sup>2</sup>Federal Institute for Occupational Safety and Health (BAuA), Berlin, Germany. <sup>3</sup>Dresden University of Technology, Dresden, Germany
- O189 Prospective Employee Sexual Harassment: The Experience of Transgender Women in the Job Market  
*Ignacio Duran*  
Universidad del Desarrollo, Santiago, Chile
- O190 Making the Invisible Visible: Conceptualising and Measuring Microaggressions Experienced by Part-Time Employees  
*Jarne Heylen<sup>1,2</sup>, Nele De Cuyper<sup>1</sup>, Marijke Verbruggen<sup>1</sup>, Alex Newman<sup>2</sup>*  
<sup>1</sup>KU Leuven, Leuven, Belgium. <sup>2</sup>Melbourne Business School, Victoria, Australia
- O191 From Silence to Speaking Out: Factor Shaping SVH Disclosure Decisions in Higher Education  
*Sarah MacCurtain<sup>1</sup>, Caroline Murphy<sup>1</sup>, Carol Ballantine<sup>1</sup>, Patricia Mannix McNamara<sup>1</sup>, Margaret Hodgins<sup>2</sup>, Padraig MacNeela<sup>2</sup>, Declan Fahie<sup>3</sup>*  
<sup>1</sup>University of Limerick, Limerick, Ireland. <sup>2</sup>University of Galway, Galway, Ireland. <sup>3</sup>University College Dublin, Dublin, Ireland
- O192 Workplace Bullying, Sleep Disturbances and Type 2 Diabetes  
*Tianwei Xu, Linda Magnusson Hanson*  
Stockholm University, Stockholm, Sweden
- O193 Psychosocial Safety Climate and Workplace Mistreatment among Surgeons and Surgical Trainees in the United Kingdom  
*Katherine Jachens, Jonathan Houdmont, Liza Jachens, Dileep Lobo*  
University of Nottingham, Nottingham, United Kingdom

## Coffee Break

15:30 - 16:00 University of Helsinki Hall

## Symposium: Sustainable Inclusion of Vulnerable Groups in the Labour Market using Living Labs: The Synclusive Systems Approach

16:00 - 17:00 Room F2044 (Auditorium)

Chair Irene Houtman

- S309 Introduction to the Synclusive Project: Its Aims and Project Design  
*Irene Houtman, Gerben Hulsege*  
TNO, Leiden, Netherlands

- S310 Enhancing Supervisors' Skills to Support Employee Competence and Career Development – A Mixed-Method Intervention Study  
*Otto Pankkonen, Mervi Ruokolainen, Kirsi Unkila, Miia Wikström*  
Finnish Institute of Occupational Health, Helsinki, Finland
- S311 Coalition Building for Inclusive Employment: A Realist Evaluation from the Dutch Living Lab  
*Vince Pelzer, Roland Blonk*  
Tilburg University, Tilburg, Netherlands

### Symposium: WISEWORK-C: Workplace Innovation for Sustainable Well-being Cluster

**16:00 - 17:00 Room F4050 (Small Hall) Chairs J. Martín, R. Merhi, C. Vasquez**

- S312 What is Wisework-C? General Concept of the Cluster and Previous Work in Mental Health Team  
*Jaime Martín, Richard Merhi, Marisa Salanova*  
Universitat Jaume I, Castellón de la Plana, Spain
- S313 WAge: A European Framework to Address Ageing at Work and Promote Healthy Working Environments  
*Richard Merhi, Jaime Martín, Marisa Salanova*  
Universitat Jaume I, Castellón de la Plana, Spain
- S314 EU-CoWork: Creating Compassionate Workplaces in Europe  
*Cristian Vasquez<sup>1</sup>, Deborah De Moortel<sup>2</sup>*  
<sup>1</sup>The University of Sheffield, Sheffield, United Kingdom. <sup>2</sup>Vrije Universiteit Brussel, Brussels, Belgium
- S315 Promoting Positive Mental and Physical Health in Changing Work Environments (PROSPERH)  
*Caleb Leduc<sup>1</sup>, Johanna Cresswell-Smith<sup>2</sup>, Mallorie Leduc<sup>3,1</sup>, Andrew Dyer<sup>1</sup>, Eve Griffin<sup>3</sup>, Margaret Kenneally<sup>3</sup>, Ella Arensman<sup>3,1</sup>*  
<sup>1</sup>University College Cork, Cork, Ireland. <sup>2</sup>Finnish Institute for Health and Welfare, Helsinki, Finland. <sup>3</sup>National Suicide Research Foundation, Cork, Ireland

### Symposium: Social Media Harassment Directed at Workers: Exploring a Contemporary Work-related Stressor

**16:00 - 17:00 Room F3003 Chair Samuel Farley**

- S316 Exploring Harassment Directed Towards Employees on Social Media: A Systematic Review  
*Samuel Farley<sup>1</sup>, Molly Russell<sup>2</sup>, Sarah Brooks<sup>1</sup>, Iain Coyne<sup>3</sup>*  
<sup>1</sup>University of Sheffield, Sheffield, United Kingdom. <sup>2</sup>Students Organising for Sustainability, London, United Kingdom. <sup>3</sup>Loughborough University, United Kingdom
- S317 Am I on Social Media? A Mixed Methods Study of Pupil-Initiated Cyberbullying of Teachers in Sweden and Germany  
*Rebecka Cowen Forssell<sup>1</sup>, Hanne Berthelsen<sup>1</sup>, Hans-Joachim Lincke<sup>2</sup>, Matthias Nübling<sup>2</sup>*  
<sup>1</sup>Malmö University, Malmö, Sweden. <sup>2</sup>Freiburg Research Centre for Occupational Sciences, Freiburg, Germany

- S318 Tracking Distress over Time: Within-Person Effects of Cyberbullying Victimization, Technostress, and Exhaustion  
Atte Oksanen<sup>1</sup>, Magdalena Celuch<sup>1</sup>, Samuel Farley<sup>2</sup>, Reetta Oksanen<sup>1</sup>, Iina Savolainen<sup>1</sup>  
<sup>1</sup>Tampere University, Tampere, Finland. <sup>2</sup>Sheffield University, United Kingdom
- S319 A Helping Hand? A Longitudinal Study on the Effectiveness of Reporting Work-Related Online Harassment in Preventing Recurrence and Promoting Well-Being  
Magdalena Celuch<sup>1</sup>, Samuel Farley<sup>2</sup>, Reetta Oksa<sup>1</sup>, Iina Savolainen<sup>1</sup>, Atte Oksanen<sup>1</sup>  
<sup>1</sup>Tampere University, Tampere, Finland. <sup>2</sup>University of Sheffield, United Kingdom

### Symposium: Lived Experience as Knowledge: Understanding Burnout Recovery and Return to Work Through Multi-Perspective Qualitative Inquiry

**16:00 - 17:00 Room U3032 Chairs Eva Geluk, Anja Van den Broeck**

- S320 The Body in Burnout and Recovery: Longitudinal Insights into Embodied Identity Work  
Aušrinė Vyšniauskaitė<sup>1</sup>, Mailys George<sup>2</sup>  
<sup>1</sup>KU Leuven, Leuven, Belgium. <sup>2</sup>IESE Business School, Barcelona, Spain
- S321 Beyond Public Perceptions: Lived Experiences of Stigma in Return to Work After Burnout  
Philippe Sterkens<sup>1</sup>, Eva Derous<sup>1,2</sup>, Els Clays<sup>1</sup>, Evelien Brouwers<sup>3,4</sup>  
<sup>1</sup>Ghent University, Ghent, Belgium. <sup>2</sup>Erasmus University Rotterdam, Rotterdam, Netherlands. <sup>3</sup>Tilburg University, Tilburg, Netherlands. <sup>4</sup>Tranzo, Tilburg, Netherlands
- S322 Returning to Work after Burnout: Lived Experiences of Employees and Workplace Actors  
Eva Geluk<sup>1</sup>, Remco Lenstra<sup>1</sup>, Bart Cambré<sup>2,1</sup>  
<sup>1</sup>Antwerp Management School, Antwerp, Belgium. <sup>2</sup>University of Antwerp, Antwerp, Belgium
- S323 A Qualitative Study of Burnout Recovery: Psychotherapists' perspectives  
Marita Mesić, Darja Maslić Seršić  
 University of Zagreb, Zagreb, Croatia

### Oral Session: Evidence, Policy and Practice Translation II

**16:00 - 17:00 Room F3017 Chair Etienne Fouquet**

- O194 From Evidence to Practice: Developing Swedish Occupational Health Guidelines on Health Promotion and Work Accommodation for Employees with Autism and ADHD.  
Charlotte Wåhlin<sup>1,2,3</sup>, Zana Johansson<sup>4</sup>, Artur Tenenbaum<sup>5</sup>, Johanna Gustavsson<sup>6</sup>, Eric Zander<sup>3,7,8</sup>, Maria P Henriksson<sup>9</sup>, Sven Bölte<sup>3</sup>  
<sup>1</sup>Linköping University, Linköping, Sweden. <sup>2</sup>Clinical Department of Occupational and Environmental Medicine, Linköping, Sweden. <sup>3</sup>Karolinska Institutet, Stockholm, Sweden. <sup>4</sup>Cognum AB, Gävle, Sweden. <sup>5</sup>Occupational Health Care Unit, Göteborg, Sweden. <sup>6</sup>Örebro University, Örebro, Sweden. <sup>7</sup>Lunds University, Lund, Sweden. <sup>8</sup>Region Skåne, Lund, Sweden. <sup>9</sup>Swedish Work Environmental Authority, Stockholm, Sweden

- O195 Occupational Health and Safety Management in Small Enterprises - A Literature Review and Interviews With Occupational Safety Inspectors  
Stig Vinberg<sup>1</sup>, Linda Widar<sup>2</sup>  
<sup>1</sup>Mid Sweden University, Östersund, Sweden. <sup>2</sup>Lund University of Technology, Lund, Sweden
- O196 From Weather to Whether: A Scoping Review of How Organizations Build Psychosocial Safety Climate  
Etienne Fouquet, Marie-Ève Beauchamp Legault, Caroline Biron, Benjamin Poulin-Daigle, Alisson Morneau  
Laval University, Quebec, Canada
- O197 U.S. State, Organization, and Supervisor Supports for Abortion Access in Relation to Employee Well-being: Vignettes Versus Reality  
Kimberly French<sup>1</sup>, Keaton Fletcher<sup>1</sup>, Gino Sechi<sup>1</sup>, Tony Ramirez<sup>1</sup>, Luiza Flores<sup>1</sup>, Jess Cortez<sup>1</sup>, Lauren Moran<sup>2</sup>  
<sup>1</sup>Colorado State University, Fort Collins, USA. <sup>2</sup>Georgia Institute of Technology, Atlanta, USA

### Oral Session: Climate Change, Green Transition and Well-being at Work

**16:00 - 17:00 Room F3005 Chair Christian Dyrland Wåhlin-Jacobsen**

- O198 The Effect of Seasonality on Pro-Environmental Behaviour Among White- and Blue-Collar Employees: The Role of Psychological Well-Being and Eco-Anxiety  
Elvan Kiremitci Canioz  
Balikesir University, Altieylül, Turkey
- O199 Eco-Anxiety at Work: Understanding the Psychological Costs of Climate Concerns in Canadian SMEs  
Maude Villeneuve<sup>1</sup>, Simon Coulombe<sup>1</sup>, Carol-Anne Gauthier<sup>1,2</sup>  
<sup>1</sup>Université Laval, Québec, Canada. <sup>2</sup>CEGEP Champlain - St. Lawrence, Québec, Canada
- O200 Promoting Mental Health and Resilience Among Outdoor Workers in a Changing Climate: Insights From the CliMent COST Action CA23113  
Dragan Mijakoski<sup>1,2</sup>, Ivana Tutić Grokša<sup>3</sup>, Silvia Luís<sup>4</sup>, Amanda Pirola<sup>4</sup>, Ekaterina Petrovska<sup>1</sup>, Jordan Minov<sup>1,2</sup>, Sasho Stoleski<sup>1,2</sup>  
<sup>1</sup>Institute of Occupational Health, Skopje, North Macedonia, Republic of. <sup>2</sup>Ss. Cyril and Methodius University, Skopje, North Macedonia, Republic of. <sup>3</sup>Adult Education Institution Dante, Rijeka, Croatia. <sup>4</sup>Universidade Lusófona, Lisboa, Portugal
- O201 Ensuring Employee Well-being During Green Change: An Interview Study  
Christian Dyrland Wåhlin-Jacobsen<sup>1</sup>, Johan Simonsen Abildgaard<sup>2,3</sup>  
<sup>1</sup>Frederiksberg, Frederiksberg, Denmark. <sup>2</sup>Copenhagen Business School, Copenhagen, Denmark. <sup>3</sup>The National Research Centre for the Working Environment, Copenhagen, Denmark

## Oral Session: Psychometrics in Occupational Health Psychology

16:00 - 17:00 Studium 1 (F3020)

Chair Johanna Huhtamäki

- O202 Assessing Psychological Capital: Construction and Validation of the Psychological Capital Inventory (PSI-16) Using Genetic Algorithms  
Timo Lorenz  
*MSB Medical School Berlin, Berlin, Germany*
- O203 Psychosocial Risk Assessment: Can We Please Start Identifying Risks? A Two-Step Mixture Approach  
Guy Notelaers  
*Monstarecon Comm V, Galmaarden, Belgium. University of Bergen, Bergen, Norway*
- O204 Assessment of Work-Related Subjective Well-Being using Natural Language Processing of Employee Interviews. A Proof of Principle Investigation  
Eusebiu Stefanu, Laurentiu-Paul Maricutoiu  
*Universitatea de Vest din Timișoara, Timișoara, Romania*
- O205 Positive Functioning and Resilience at Work: Validation of the Finnish Version of the PERMA+4 Scale  
Johanna Huhtamäki<sup>1,2,3</sup>, Kristina Shea<sup>2</sup>, Alessandro Concas<sup>4</sup>  
*<sup>1</sup>University of Vaasa, Vaasa, Finland. <sup>2</sup>Claremont Graduate University, Claremont, USA. <sup>3</sup>Univeristy of Bologna, Bologna, Italy. <sup>4</sup>Università Cattolica del Sacro Cuore, Milano, Italy*

## Closing Ceremony

17:00 - 17:30 Room F2044 (Auditorium)

Chair EAOHP Executive Committee

## **Thursday, 18 June 2026**

### **Post-conference Workshop Registration**

8:45 - 09:00 University of Helsinki Entrance Hall Fabian

### **Post-conference Workshop: Multilevel Modelling with R: An Introduction with Applications on Wearable- and Mobile-based Intensive Longitudinal Data (Part 1)**

09:00 - 10:30 Room F3006 Chair Luca Menghini

### **Post-conference Workshop: Qualitative Research in Occupational Health Psychology (Part 1)**

09:00 - 10:30 Room F3017 Chairs Silvia Agostinho da Silva, Rachel Nayani

### **Post-conference Workshop: The Road to Publishing in High-Impact Academic Journals: A How-To Workshop (Part 1)**

09:00 - 10:30 Studium 1 F3020 Chairs Despoina Xanthopoulou, Anne Mäkikangas

### **Post-conference Workshop: Dyadic Studies in Occupational Health Psychology: Best Practice Guidelines from Developing and Implementing Research Ideas to Data Analyses (Part 1)**

09:00 - 10:30 Room F3010 Chairs George Michaelides, Carmen Binnewies

### **Coffee Break**

10:30 - 11:00

### **Post-conference Workshop: Multilevel Modelling with R: An Introduction with Applications on Wearable- and Mobile-based Intensive Longitudinal Data (Part 2)**

11:00 - 12:30 Room F3006 Chair Luca Menghini

### **Post-conference Workshop: Qualitative Research in Occupational Health Psychology (Part 2)**

11:00 - 12:30 Room F3017 Chairs Rachel Nayani, Silvia Agostinho da Silva

### **Post-conference Workshop: The Road to Publishing in High-Impact Academic Journals: A How-To Workshop (Part 2)**

11:00 - 12:30 Studium 1 F3020 Chairs Despoina Xanthopoulou, Anne Mäkikangas

### **Post-conference Workshop: Dyadic Studies in Occupational Health Psychology: Best Practice Guidelines from Developing and Implementing Research Ideas to Data Analyses (Part 2)**

11:00 - 12:30 Room F3010 Chairs George Michaelides, Carmen Binnewies



**KEYNOTE  
PRESENTATIONS**

## K1 Keynote Address: Employee Well-being, Threats, and Solutions – Research and Practical Tools



*Jari Hakanen*  
*University of Helsinki, Helsinki, Finland*

Jari Hakanen is a research professor at the Finnish Institute of Occupational Health, a docent in social psychology in the University of Helsinki and a visiting professor at Keio University, Tokyo.

His areas of expertise include positive work psychology and occupational health psychology with special interests in work engagement, burnout, job boredom, servant leadership, job crafting, work-family interface, and mental health. He has received gold medal of special merit for particularly distinguished and long-standing nationwide efforts to promote better work environments in Finland, as well as the advocate of good working life and the Finnish working life researcher of the year awards. Together with his collaborators he has received the best article awards from Journal of Occupational Health Psychology and from Journal of Organizational Behaviour. He is convinced that despite many on-going work-life changes, workplaces are able to build sustainable well-being and flourishing.

### **Abstract**

Despite numerous ongoing and anticipated changes in work-life, employee well-being remains both a significant challenge and an opportunity for the sustainable success of organizations and societies. To a certain extent, each workplace contributes either to the flourishing or suffering of its employees based on factors such as culture, leadership practices, and proactive and adaptive behaviours. Typically, much can be achieved at the workplace level. A starting point for supporting workplaces in fostering health and well-being is to provide tools that offer reliable research information about well-being and ill-being.

Firstly, I will present some key findings from our ongoing "How is Finland Doing?" Survey launched three months before the pandemic outbreak. The results indicate that the well-being of young adults, and more recently middle-aged employees, has been notably concerning. Moreover, burnout among leaders has increased likely causing broader negative impacts in organizations. Our findings also suggest that teleworking may have a dual nature. The surge in remote work following the pandemic has led to lasting changes not only in organizational structures but has also challenged community spirit and well-being, increasing feelings of loneliness. Conversely, teleworking has provided flexibility in work arrangements and in balancing work with family or non-work activities. Interestingly, we discovered that teleworking is associated with reduced exhaustion yet positively correlated with two other burnout symptoms: mental distance and cognitive impairment.

Second, I will provide a brief overview of our recent longitudinal research focusing on what I would call key indicators of employee well-being: work engagement, burnout, and job boredom. I will present findings regarding how these states are associated with two increasingly critical concepts of our time: loneliness and hope. Loneliness is a negative experience of discrepancy between one's actual and desired levels of social relationships, whereas hope is a positive motivational state characterized by motivation and determination to pursue goals and the ability to identify the necessary pathways to achieve those goals.

Furthermore, work engagement research celebrates its 25<sup>th</sup> anniversary this year. I focus on what is known of its positive consequences and particularly about its relationship with workplace social courage, defined as intentional, deliberate, and altruistic behaviour to do what is right for an organization or colleagues, despite the risks for the actor.

Finally, I will briefly introduce three practical tools for assessing employee well-being, which are freely available and accessible in English. Based on a joint clinical validation study of burnout conducted in Belgium, the Netherlands, and Finland, we at FIOH developed a web-based tool using the traffic light model to assess burnout at both company and unit levels, providing feedback to individuals as well. Additionally, more than 120,000 Finns have completed the "How are you feeling? Well-being at work" test, which covers topics such as work engagement and burnout. The third tool, "The Caring Workplace," developed by HelsinkiMissio, focuses on combating loneliness at work and provides practical steps for workers, their coworkers, leaders, and occupational health professionals.

## **K2 Keynote Address: Capturing Work Life in Real Time: Innovations in Intensive Longitudinal Methods for Occupational Health Psychology**

*Sabine Sonnentag*

*University of Mannheim, Mannheim, Germany*

Sabine Sonnentag is a full professor of Work and Organizational Psychology at the University of Mannheim, Germany and was ranked among the top 1% of researchers worldwide according to the Clarivate "Highly Cited Researchers 2024" list.



Prof. Sonnentag and her team address issues of job stress and daily recovery from job stress, as well as self-regulatory approaches to work, by researching how individuals can achieve sustainable high performance on the job and remain healthy at the same time. Her areas of expertise include job stress, health behaviour (eating, physical exercise) in relation to work, self-regulation and proactive behaviour at work.

### **Abstract**

Intensive longitudinal methods (ILM) such as daily surveys, experience sampling approaches, and ecological momentary assessments have become often-used tools in occupational health psychology (OHP). Over the past decade, their application has grown exponentially, driven by technological innovations (e.g., smartphone-based data collection), methodological advancements (e.g., accessible data-analysis software), and an increasing interest in dynamic processes. Generally, ILM capture real-time fluctuations in individuals' experiences, behaviours, and physiological states, enabling researchers to disentangle intraindividual variability from stable interindividual differences. This approach is particularly attractive for OHP as phenomena such as stress, coping, recovery, and work engagement fluctuate from day to day and even from hour to hour.

In this keynote presentation, I will discuss recent advancements in ILM, organized into three main themes: (1) Innovative study designs, including just-in-time adaptive interventions, within-person encouragement designs, and measurement burst designs; (2) approaches to test and improve data quality challenges, with a focus on compliance, careless responding, and measurement reactivity; (3) advanced data-analytic approaches, highlighting person-centred approaches and models that explicitly account for temporal dynamics, such as dynamic structural equation modelling, continuous-time structural equation modelling, and multilevel growth models. I will illustrate each theme with empirical examples from OHP. The presentation will conclude with actionable recommendations for OHP scholars who want to incorporate ILM into their research portfolio and get the most out of it.



**EAOHP FORUMS &  
SPECIAL SESSIONS**

## **Policy Special Session: Global Trends and the Future of Policy Making on Mental Health at Work (Hybrid Session)**

09:40 - 11:15 Monday, 15<sup>th</sup> June, 2026

Great Hall

Chairs Aditya Jain, Stavroula Leka

This special policy session brings together policymakers at global, European and national levels to discuss global trends and the future of policymaking on mental health at work. It also includes a roundtable that will explore perspectives from additional stakeholders, including global networks and experts, on work-related psychosocial risks and mental health at work. It aims to evaluate the current policy landscape and to determine how best to address emerging priorities in the future of work and the role of occupational health psychology.

Roundtable discussion:

- Stavroula Leka, EAOHP President, University of Lancaster, UK
- Laura Rissanen, State Secretary to the Minister of Social Security, Finland
- Sergio Iavicoli, Director General for Prevention, Ministry of Health, Italy
- Xabier Irastorza, Senior Research Project Manager, European Agency for Safety & Health at Work
- Dubravka Suzic, Head, Psychosocial Well-being - Staff Health and Well-being Section, United Nations High Commission for Refugees
- Michael Ertel, International Commission on Occupational Health, Chair of Scientific Committee 'Work Organization and Psychosocial Factors' & BAuA, Germany
- Noortje Wiezer, Principal Advisor, TNO Health and Work; PEROSH Scientific Steering Group
- Loic Lerouge, Research Director at Centre for Comparative Labour and Social Security Law, International research chair in comparative occupational health studies, University of Bordeaux, France

### **SS1**

#### **The European Perspective – What are European Workplaces Telling Us**

Xabier Irastorza

European Agency for Safety and Health at Work (EU-OSHA), Bilbao, Spain

*Background:* The European Survey of Enterprises on New and Emerging Risks (ESENER), carried out by the European Agency for Safety and Health at Work (EU-OSHA), provides comprehensive workplace-level evidence on occupational safety and health (OSH) management practices across Europe. Its four successive waves (2009, 2014, 2019 and 2024) offer unique insight into how workplaces perceive, assess, and manage psychosocial risks (PSRs). Despite increasing policy attention to mental health and psychosocial well-being, the extent to which PSRs are integrated into OSH management in practice remains uneven. Analysing ESENER data (and its follow-up studies) across a ten-year span allows for an assessment of whether greater awareness of PSRs has translated into systematic preventive practices.

*Method:* ESENER collects harmonised data through structured interviews with 'the person who knows best about OSH' in establishments employing five or more people across all activity sectors. Samples are stratified by country, sector, and size, encompassing approximately (1) 50,000 establishments in 36 countries in ESENER 2014, (2) 45,000 in 33 countries in ESENER 2019, and (3) over 41,000 in 30 countries in ESENER 2024. The survey looks into the reporting of PSR factors, the inclusion of PSRs within formal workplace risk assessments, the presence of specific PSR-management measures (e.g., stress action plans, anti-harassment procedures, or work reorganization initiatives) as well as the involvement of workers in the management of PSR, among others. Comparative and trend analyses have been carried out to identify developments in reporting, management approaches and employee participation between survey waves.

*Results:* Psychosocial risks consistently emerge among the most frequently reported workplace hazards across all ESENER waves. In 2014, 77% of establishments identified at least one PSR, most commonly “dealing with difficult customers, patients, or pupils” (58%) and “time pressure” (43%). These proportions remained broadly stable in 2019 (59% and 44%, respectively) but with significant country differences. Implementation of targeted PSR management practices showed only limited progress: the share of establishments with formal procedures addressing bullying, harassment, or violence increased modestly from 55% in 2014 to about 60% in 2019. ESENER 2024 confirmed both the persistence of these risks and the continuing gap between awareness and prevention. Additionally, the COVID-19 pandemic triggered a shift in attitudes, with many organizations adopting more flexible working arrangements. The increasing prevalence of hybrid and remote work intensified concerns regarding social support, work-life boundaries, and digital overload, as shown by the 2024 results. However, when it comes to awareness, still 25% of workplaces reported no PSR at all. At the same time, worker participation in the design of PSR prevention strategies declined from 61% in 2019 to 55% in 2024.

*Conclusion:* ESENER results indicate that psychosocial risks remain deeply embedded in European work environments, with only incremental progress in systematic management. Although awareness is widespread, prevention remains uneven, particularly among small and micro-enterprises. Including psychosocial dimensions within risk assessments represents a critical determinant of effective practice. The slight erosion of worker participation observed in 2024 is concerning, given its established importance in OSH performance. Future research should look into the institutional integration of PSR management within OSH systems, enhancing support for smaller enterprises, and fostering participatory models that sustain employee engagement in psychosocial risk prevention.

## **SS2**

### **Is it Necessary to Legislate on Psychosocial Risks or Mental Health at Work in the EU?**

**Loïc Lerouge**

University of Bordeaux, Bordeaux, France. Centre national de la recherche scientifique, Paris, France

*Background:* On October 10th 2025, World Mental Health Day was celebrated, which leads us to recognise that work-related mental health disorders are the leading cause of long-term sick leave. This signifies that there is an overall deterioration of mental health in society as a whole, and that workers are often exposed to certain events in the workplace that can affect their mental health. However, the approach promotes health at work; therefore our approach focuses on public health rather than prevention and occupational health (e.g. when work is mentioned, the aim is to facilitate access to work for people suffering from mental health problems). However, we are talking about mental health at work/in the workplace so the approach seems somewhat biased, meanwhile addressing psychosocial risks that are more related to the organization of work and are more restrictive than mental health regarding labour law. Regarding the existing legal framework in the EU and its efficiency, the aim of the study is to determine if it is necessary to legislate on psychosocial risks or mental health at work in the EU, or not.

*Method:* The methodology followed the principles of the legal discipline, which consists of studying the legal framework, case law, and doctrine. EU law and national law were studied. The aim was also to look at non-legal studies in order to understand the effect of the law on psychosocial risks and mental health at work in order to determine whether or not legislation is necessary.

*Results:* Public policies are a determining factor in mental health at work; they are mental health and psychosocial risks determinants. The scientific knowledge is robust and the literature shows the positive the impact of national legislation on psychosocial risks. At the international and European level, the challenge is to ensure at least a minimum legal framework under a hard law approach so that psychosocial risks and the economic, human and social issues of mental health at work are no longer ignored, unlike soft law and charters. In other words, writing it down democratically means no longer ignoring it in practice, promoting enforcement, prevention, compensation, and thinking mechanisms to improve health at work. In addition to this hard law framework, soft law (charters, standardisation, etc.) and collective bargaining will be able to adapt the legal regime to the reality of the country, and of the work.

*Conclusion:* Due to the differences of the level of the legal approaches and protections in the EU Members States regarding psychosocial risks and mental health at work, it appears it is necessary to legislate in the EU. It is a matter of harmonisation of the legislations on this issue and complying with human rights at work and the right to a safe and healthy work environment.

**Special Session: New Directions for IGLOO and Realist Evaluation: Extending Professor Karina Nielsen's Contribution to Intervention Research (Hybrid Session)**

11:45 - 13:00 Monday, 15<sup>th</sup> June, 2026

Room F2044 (Auditorium)

Chairs Christine Ipsen, Cristian Vasquez

This symposium examines the continuing influence of multi-level intervention frameworks and realist evaluation methodologies in occupational health psychology, building on foundational research established by Professor Karina Nielsen. Her work fundamentally shifted intervention research beyond the traditional "what works?" question to examine what works for whom, in which circumstances, and through what mechanisms. This realist evaluation approach recognises that interventions are complex events whose success depends on contextual factors and underlying mechanisms that activate change. Her development of the IGLOO model (Individual, Group, Leader, Organization, Overarching context) provided a systematic approach to designing and evaluating interventions, proving especially influential in sustainable return-to-work research where it guides understanding of how resources at multiple organizational levels support employee well-being and maintaining long-term work participation. These methodologies transformed how researchers design, implement, and evaluate workplace interventions, advancing understanding not just of whether interventions work, but crucially, how, why, for whom, and in what circumstances they produce effects on employee well-being.

The four presentations demonstrate how these frameworks continue to generate new research directions. The first presentation by Løklung and colleagues extends realist evaluation's focus on mechanisms by applying Conservation of Resources theory to understand conflict evolution during organizational interventions, examining how resource and risk caravans shape conflict trajectories and thereby advancing understanding of the dynamic processes through which interventions produce change. The second presentation by Abildgaard and colleagues applies realist evaluation methodology to an innovative intervention context, a serious-game simulation for change leadership, investigating how, why, and for whom change management training influences leader competencies and employee outcomes, thus extending the methodology's application to technology-enabled leadership development. The third presentation by Can and colleagues extends the IGLOO framework into the sustainable return-to-work domain, systematically examining which multi-level resources facilitate long-term return-to-work outcomes for individuals with common mental disorders, demonstrating the framework's applicability beyond primary prevention to tertiary interventions. The fourth presentation by Topakas and colleagues offers a theoretical extension by conceptualising POWIs as

sensemaking infrastructures, advancing five propositions that link collective prospective sensemaking and organizational memory to the development of enduring organizational change capability.

Collectively, these presentations illustrate the enduring value of theory-driven, intervention research. They exemplify the power of moving beyond simple outcome evaluation to understand mechanisms and contexts determining intervention success, whilst maintaining solid commitment to research that provides actionable insights for improving employee well-being. This symposium thus demonstrates how these foundational frameworks continue to inspire and guide intervention research and practice in occupational health psychology.

### SS3

#### **Escalatory and De-Escalatory Spirals: The Role of Resource and Risk Caravans in the Dynamic Evolution of Intragroup Conflict**

Trond Løkling<sup>1</sup>, Kasper Edwards<sup>2</sup>, Jonathan Freitas<sup>3</sup>, Karina Nielsen<sup>4</sup>, Marit Konstad<sup>1</sup>, Marit Christensen<sup>1</sup>

<sup>1</sup>Norwegian University of Science and Technology, Trondheim, Norway. <sup>2</sup>DTU, Copenhagen, Denmark. <sup>3</sup>Federal University of Minas Gerais, Minas Gerais, Brazil. <sup>4</sup>Sheffield University Management School, Sheffield, United Kingdom

*Background:* Acknowledging the challenges workplace conflict creates, organizational scholars have devoted substantial effort to understanding how conflict escalates and de-escalates over time. However, existing frameworks of conflict management offer limited insight into the micro-processes unfolding within the broader job context, in which perceptions of conflict issues emerge impacting its trajectory in everyday organizational life. Therefore, to enhance employee well-being through more effective conflict prevention and intervention, our study aims to clearly identify, define and understand the critical mechanisms impacting conflict levels.

*Method:* Presenting original process data from organizations in four different sectors (hospital, nursing home, child protection and correctional service) (N = 30 employees), this study charts the evolution of intragroup conflict from the point of view of employees. First, employee and leader representatives in each organization were allocated in two separate groups. Second, using a newly developed narrative method, Effect Modifier Assessment (EMA), we asked the participants to recall and describe significant events, modifying conflict levels in the working environment over a specified intervention period. Third, we applied an abductive research philosophy and Conservation of Resource (COR) theory as a sensitising lens to identify patterns of themes explaining conflict escalation and de-escalation, mirroring the concepts of gain and loss spirals.

*Results:* First, our data trace the evolution of emerging narratives through three distinct escalatory spirals (Unfairness narratives, Polarisation narratives, and Contagion narratives) and three de-escalatory spirals (Trust narratives, Cohesion narratives and Alignment narratives). Second, we identified several dominant combinations of events leading to increased and decreased perceptions of conflict. Third, we found that conflict levels evolved in a non-linear way during the intervention period. Fourth, in line with previous research on organizational interventions and conflict management, we found that both planned intervention activities and contextual conditions shaped the trajectory of conflict.

*Conclusion:* We conclude with reflections on the lessons these cases can provide for identifying critical pathways for conflict evolution, how and when to intervene in organizational context to promote cooperative behaviour.

## SS4

### Does Serious-Game Simulation Based Training Lead to Better Change Leadership?

Johan Simonsen Abildgaard<sup>1</sup>, Esben Langager Olsen<sup>2</sup>

<sup>1</sup>Copenhagen Business School, Copenhagen, Denmark. <sup>2</sup>The National Research Centre for the Working Environment, Copenhagen, Denmark

*Background:* The current paper presents the results from an intervention (the Change Competency Intervention CCI) using serious game simulations of change events to improve the change management competencies of managers and other change agents. The specific context of the intervention is Novozymes A/S, a Danish biotech company whose production plants were conducting a long-term change process towards more systematic and widespread use of Lean management tools. A primary element in CCI is training leaders to understand readiness and resistance towards change and how these can be addressed. In relation to both change resistance as well as change success, a key element in CCI is that situations, contexts and people are different and hence change impacts differently. The CCI project aims to teach the managers these change concepts through a mix of dialogue tools and board game-based leadership simulations. Using so-called 'serious games' allows for the participants to play through, and learn from, a simulation in a training setting. The programme theory for CCI is that implementation of Lean management can both improve production and be strenuous for employees in the sense production and organization of work will be changed. CCI is theorised to help managers implement Lean more efficiently hence improving the effects of Lean on productivity and reducing the strain on employee well-being.

*Method:* The intervention consisted of four full days of workshops focusing on developing an understanding and a vocabulary for the human side of change management. Key topics were handling resistance, balancing stability and change, managing stakeholders. Personal and departmental action plans were developed at the workshops. All board games and dialogue tools were developed by the change consultancy agency Workz A/S, whose consultants facilitated all workshops in the project. Ten departments in Novozymes were enrolled in the study. These consist of two production plants with each maintenance supply chain and production departments. Cluster randomisation was conducted between matched pairs of departments. In total 700 employees participate in the study. For the evaluation of the project a mixed methods approach was used which included: audio/video data from workshops, workshop evaluation questionnaires, baseline and 12 month follow-up questionnaires and finally interviews with consultants, stakeholders and participant. We employ a mixed methods realist evaluation approach inspired by the Kirkpatrick training evaluation model.

*Results:* We present both quantitative and qualitative results from the intervention following the sequential mixed methods analysis. We demonstrate how training reactions are linked to both change specific and generic learning. The results show that the two departments in the second round of training had a significantly better learning from the course and that these high-learning departments had significantly improved change fit, and change management (assessed via repeated measures ANOVA on employee data compared to its matched comparison department). No significant effects were found in the low-learning departments.

*Conclusion:* The study is a unique research opportunity to examine the effects of simulations and board games as novel intervention tools. It also contributed to knowledge on the impact of change management training on employee, change resistance and change success. The randomised design and the potential to collect comprehensive quantitative and qualitative data additionally strengthens the CCI project results.

## SS5

### **Applying the IGLOO Model to Sustainable Return-to-Work: Understanding Resources and Outcomes for Individuals with Common Mental Disorders**

Zoe Can<sup>1</sup>, Cristian Vasquez<sup>1</sup>, Suean E. Peters<sup>2</sup>, Karina Nielsen<sup>1</sup>, Jeremy F. Dawson<sup>1</sup>

<sup>1</sup>Sheffield University Management School, Sheffield, United Kingdom. <sup>2</sup>Harvard T.H. Chan School of Public Health, Boston, USA

*Background:* Common mental disorders (CMDs) are a key cause of sickness absence around the world. Supporting individuals with CMDs to return to work (RTW) is important, as absences have high associated economic costs, and missing out on work can be detrimental to individuals. Within research on RTW, there has been growing recognition of the importance of a longer-term approach, leading to sustainable RTW (SRTW) receiving greater attention. The IGLOO Model is a framework which categorises resources which can facilitate SRTW across five levels: individual, group, leader, organization, and overarching context.

*Method:* This research project explores SRTW for individuals with CMDs. First, a systematic review was conducted to understand which IGLOO Model resources influence long-term RTW outcomes for individuals with CMDs and to explore conceptualisations of SRTW for people with CMDs. This found that various factors could support or hinder an SRTW for people with CMDs, that there was a lack of research at certain levels, and that there was a lack of a unified definition of SRTW for people with CMDs. Following this, a narrative review was also completed which explored the role of healthcare workers in supporting SRTW for people with CMDs, demonstrating them as key actors. Currently, semi-structured interviews are being conducted with individuals with experience of RTW following mental health-related absence, line managers with relevant experience, RTW coordinators, and researchers of the topic. This interview study aims to answer the following two research questions: what are the main elements that should be considered in a comprehensive definition of sustainable return-to-work, and is there alignment in stakeholder views on what an SRTW for people with CMDs is?

*Results:* Preliminary findings suggest that the timeframe for an SRTW for people with CMDs should look at the period following return for up to one year.

*Conclusion:* Overall, the project aims to provide a deeper understanding of what an SRTW for people with CMDs looks like, and how it can be achieved with the support of various resources across the IGLOO model.

## SS6

### **Remembering Forward Together: How Organizational Memory and Prospective Sensemaking Shape Participatory Organizational Well-being Interventions**

Sofia Topakas<sup>1</sup>, Cristian Vasquez<sup>1</sup>, Tiziana Sardiello<sup>2</sup>, Anna Jansson<sup>2</sup>, Steven Vanderstichelen<sup>3</sup>, Klaus Wegleitner<sup>4</sup>

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*Background:* Participatory organizational well-being interventions (POWIs) are widely promoted as effective approaches to improving employee well-being by involving organizational members in the design and implementation of change. Despite promising short-term outcomes, many POWIs fail to generate sustained change or build lasting organizational capacity. This paper addresses this gap by adopting a prospective sensemaking perspective to explain how POWIs can contribute to organizational change capability over time.

Drawing on sensemaking theory, schema theory, and organizational memory, we conceptualise POWIs not merely as technical change mechanisms but as sensemaking infrastructures through which organizational members interpret, enact, and sustain well-being-oriented change. Central to our framework is the concept of prospective sensemaking, understood as the collective process through which organizational members project possible futures, frame emerging meanings, and coordinate present action based on anticipated outcomes. We argue that prospective sensemaking during POWIs is grounded in organizational memory, comprising accumulated knowledge and experience from prior interventions and well-being initiatives. Organizational members evaluate new intervention cues in relation to existing cognitive schemas, perceived source credibility, and the recency, relevance, and significance of past experiences, all of which shape the plausibility of intervention narratives and the effectiveness of sense-giving.

*Propositions:* Building on this conceptual model, we advance five propositions linking interpretive cues, organizational memory, and collective sensemaking to the development of organizational change capability. We argue that when prospective sensemaking becomes collective and stabilised through shared meanings, POWIs are more likely to foster enduring capacity for well-being-oriented change.

*Conclusion:* By theorising the temporal and interpretive dynamics through which participatory interventions mobilise organizational memory to shape future-oriented action, this paper offers a novel explanation for why some POWIs become embedded and sustainable while others remain episodic. The framework contributes to research on well-being interventions, organizational change, and sensemaking, with implications for both theory and intervention design.

### **EAOHP General Assembly**

13:30 - 14:30 Monday, 15<sup>th</sup> June, 2026

Room F3005

Chair EAOHP Executive Committee

Open to all members to discuss matters of the Academy.

### **Research Forum**

13:30 - 14:30 Monday, 15th June, 2026

Room F2044 (Auditorium)

Chairs Silvia Silva

The EAOHP Research Forum aims to promote high quality research and innovation within the field of Occupational Health Psychology (OHP). Considering the rapid developments in artificial intelligence (AI) and its increasing use, it is timely to foster debate on the use of AI in OHP research, with particular attention to emerging opportunities and associated challenges. This interactive session will introduce examples of current AI tools and pose critical questions regarding appropriate and inappropriate uses. Discussion will address issues such as efficiency and innovation, and the ethical implications of integrating AI into different stages of our research. The primary objective is to stimulate reflection and dialogue that will contribute to shaping a future agenda for the EAOHP Research Forum on this topic. The session will begin with a roundtable and the discussion will be open to all EAOHP 2026 participants who wish to engage in this important conversation.

**Workshop on Steps Toward the Good Society: Sustainability, Democracy and Work Stress-Health (Part 1)**

14:30 - 16:00 Monday, 15<sup>th</sup> June, 2026

Room F3006

Chairs Robert Karasek, Loic Lerouge

We are attempting to “Train You as the Trainer:” Your active future initiatives are the purpose of the Workshop’s two-day Program. Thus, both day’s workshop participation are needed – for participants to “digest” both their personal perspectives – and develop new approaches

The Workshop’s first day’s programme is designed to structure a dialogue about a new direction for society. We need to go beyond our present society – alternatively defined as “non-functional,” or in risk of collapse “backwards.” In a time of social anxiety, such as the present times, Positive Future Dialogues are necessary to ensure worker’s health, their well-being, and citizen’s rights - to constructively fill our current “vacuum” of comprehensive future visions. The aim is to build platforms of positive actions to develop new growth, new ways of tackle sustainability, and illuminate pathways to see where we are going: a Road Map.

Our current societies are deeply challenged: How, then, from the current society to get a Good Society?

- i. Sustainability in Socioeconomic Behaviour
- ii. Support for Democratic Development, and
- iii. Psychosocial Occupational Health.

All of these issues are impossible to deflect attention from in current times – and all are related to Psychosocial Factors at Work: a key focus of this International Conference.

**Workshop on Steps Toward the Good Society: Sustainability, Democracy and Work Stress-Health (Part 2)**

08:30 - 10:00 Tuesday, 16<sup>th</sup> June, 2026

Room F3006

Chairs Robert Karasek, Loic Lerouge

We are attempting to “Train You as the Trainer:” Your active future initiatives are the purpose of the Workshop’s two-day Program. Thus, both day’s workshop participation are needed – for participants to “digest” both their personal perspectives – and develop new approaches

This Session 2 builds on the first session and addresses action plans and joint discussion. After a very brief presentation at the start, the challenge will be to think the topic “Toward a Sustainable Economy of Healthy Work” from your own thoughts after session 1.

The aim is to review the results of your own versions of the dialogue program presented on Session 1. Session 2 is entirely devoted review by all “New Dialogue Program Versions” that all participants have developed. Thus, Session 2 is meant to support a further level of outreach about the above themes to your policy constituency – and now with You as a future Workshop Organiser.

What would be the discussion steps to facilitate this goal?

“New motivation patterns” in a workplace context, and elaboration of new criteria for progress at societal level means that we necessarily involve the (A) the structure of our laws – internationally – and (B) the Job Content Questionnaire 2.0 is a workplace-based questionnaire capable of monitoring how such progress is being made.

**Practice Forum Special Session: What Works in Psychosocial Risk Management: Lessons from Practice (13:00 to 15:00) (Hybrid Session)**

13:00 - 15:00 Tuesday, 16<sup>th</sup> June, 2026

Think Corner

Many organizations recognise the importance of addressing psychosocial risks but struggle with how to implement effective preventive action in practice. This session focuses on learning from experience, bringing together practitioner perspectives to explore what has been tried, what has worked, and what challenges remain in psychosocial risk prevention.

Using a small number of applied examples from different organizational contexts, the session highlights practical intervention approaches, the conditions that support their success, and the lessons that can be transferred across settings. A facilitated panel discussion and audience reflection create space for dialogue about real-world constraints, trade-offs, and opportunities.

- What Do We Know About Psychosocial Risks? Evidence and Challenges for Psychosocial Risk Management. Stavroula Leka, EAOHP President, University of Lancaster, UK.
- Total Worker Health approach. Suzanne Nobrega, Center for the Promotion of Health in the New England Workplace (CPH-NEW), University of Massachusetts Lowell, USA.
- Work-related stress: How do we crack the code to effective prevention? Jesper Kristiansen, National Research Centre for the Working Environment, Copenhagen, Denmark.
- What is the role of occupational health services: Examples from various countries. Miguel Munoz-Harrison, University of Lancaster, UK, & Universidad de Valparaiso, Chile

Lessons from across practice: Panel Discussion

- Julia Anttilainen, Finnish Institute of Occupational Health, Finland.
- Pille Strauss, Karolinska Institute, Stockholm.
- Suzanne Nobrega, Center for the Promotion of Health in the New England Workplace (CPH-NEW), University of Massachusetts Lowell, USA.
- Jesper Kristiansen, National Research Centre for the Working Environment, Copenhagen, Denmark.
- Richard Merhi Auar, WANT - Psychosocial Prevention & Healthy Organizations Research Team. Universitat Jaume I, Spain.

**Special Session: International Coordinating Group of OHP (Hybrid Session)**

10:15 - 11:45 Wednesday, 17<sup>th</sup> June, 2026

Room F2044 (Auditorium)

Chairs Jeannie Nigam

This session brings together the regional associations in the field of occupational health psychology to discuss developments in across the different respective regions and to update on respective activities. It follows on from the Geneva Partnership Commitment for a Global Network for Evidence-Based Policy and Practice on Psychosocial Risks and Mental Health at Work. The new global dashboard on psychosocial risks will also be launched.

**ICG-OHP Meeting**

13:00 - 14:00 Wednesday, 17<sup>th</sup> June, 2026

Room F3005

Chair EAOHP Executive Committee



**SYMPOSIA**

## **Symposium 1: Designing Healthy Work: Interventions, Resources, and Meaning as Drivers of Sustainable Health**

Chair: Simone Kauffeld

Healthy work does not occur automatically; it must be actively designed. This symposium presents five empirical contributions demonstrating how interventions at organizational, individual, and leadership levels can reduce job demands, strengthen resources, and foster meaning. The studies are framed within the Job Demands-Resources (JD-R) model and the Conservation of Resources (COR) theory, highlighting mechanisms that make interventions effective.

First, the paper by Kunzelmann et al. examines a participatory work redesign intervention in healthcare, systematically reducing time pressure and role conflict while enhancing coworker support, with measurable effects on burnout. Second, Mattana et al. focus on Playful Work Design in safety-critical manual work, showing how playful interventions can activate resources context-sensitively but also entail potential risks. Third, Hofer introduces a digital platform for self-guided meaning-making, guiding employees through structured exercises on identity reflection and job crafting. Fourth, Schelm et al. evaluate a micro-intervention that targets specific job demands and resources, demonstrating positive effects on well-being and engagement. Finally, Kirkliès et al. present a tool for psychosocial risk assessment for leaders, enabling targeted measurement and intervention of leadership demands and resources.

Together, the contributions illustrate that interventions do more than reduce strain: they actively build resources, create meaning, and enhance resilience. The symposium provides actionable insights into the design mechanisms and process pathways that underpin effective interventions and their translation across multiple levels of work. Theoretically, it advances understanding of how JD-R and COR models can be operationalized in intervention research to uncover mechanisms of effect. Practically, it demonstrates evidence-based strategies to combine work design, health promotion, and leadership development to achieve measurable improvements for employees and organizations.

### **S1**

#### **Participatory Work Redesign in the Disability Care Sector: Influences on Job Demands, Job Resources, and Mental Well-Being**

Arian Kunzelmann<sup>1</sup>, Connie Deng<sup>2</sup>, Anya Johnson<sup>2</sup>, Helena Nguyen<sup>2</sup>, Sharon Parker<sup>3</sup>

<sup>1</sup>Edith Cowan University, Perth, Australia. <sup>2</sup>University of Sydney, Sydney, Australia. <sup>3</sup>Curtin University, Perth, Australia

*Background:* Participatory work redesign studies lack clarity about which processes (e.g., changes in job demands and job resources) can explain intervention effects on mental well-being outcomes (e.g., burnout disengagement). Moreover, additional contextual factors (e.g., involvement in change) might improve our understanding of what triggers these processes and in turn, provides additional insight into different outcome patterns. An examination of participatory work redesign seems particularly crucial in the Healthcare and Social Assistance industry given the demanding nature of work and the need to manage psychosocial risks effectively to ensure a sustainable workforce. Thus, this study examines the effects of a participatory work redesign intervention to shed light into process and context related factors in a disability care organization.

*Method:* Repeated measures analysis of variance (ANOVA) and multilevel modelling with time-nested in individuals were used to examine intervention effects along with process and context related factors during the intervention. Analyses were conducted using a sample from a disability care organization in Australia ( $N = 72$ ), with fifty-one (82.4% female) representing the control and twenty-one individuals representing the intervention group (66.7% female).

**Results:** Findings show that participants in the intervention group reported higher co-worker instrumental support;  $F(1, 863) = 5.83, p = 0.02$ , reduced time pressure  $F(1, 62) = 5.95, p = 0.02$ , reduced role conflict;  $F(1, 62) = 14.77, p < .001$ , and reduced burnout disengagement;  $F(1, 61) = 5.84, p = 0.02$  compared to individuals in the control condition. Multilevel mediation models showed that intervention effects are more likely to be mediated via changes in job demands (i.e., time pressure, role conflict) on burnout disengagement, but not via changes in job resources (i.e., co-worker instrumental and emotional support). Moreover, general involvement in change within the organization showed a significant three-way interaction effect on co-worker instrumental support ( $\gamma = -.54, p < .01$ ), such that instrumental support significantly decreased in the control condition when involvement in change was low.

**Conclusion:** The study findings support the effectiveness of participatory work redesign in disability care and underpin important implications for research seeking to better understand what drives intervention effects and helps to inform organizational practices and policies in the healthcare sector. Interestingly, employees in the control condition (i.e., those not involved in the redesign intervention) who also perceived low involvement in broader organizational changes reported lower levels of instrumental support. This finding suggests that involvement in change serves as an important contextual resource for all employees.

## **S2**

### **Towards a Process Model of Playful Work Design: Insights from a Qualitative Investigation in Blue-Collar Recycling Work**

Stefano Mattana, Hannes Schilling, Simone Kauffeld  
TU Braunschweig, Braunschweig, Germany

**Background:** Playful Work Design (PWD) refers to proactive strategies through which employees enrich their work with elements of fun or competition. Since its conceptualization by Bakker and Scharp, research has predominantly emphasized its motivational benefits in white-collar settings while neglecting blue-collar contexts and potential dark sides. Paradoxically, although PWD was originally conceived as a response to monotonous and repetitive work, it has rarely been examined in blue-collar environments - precisely those characterized by routine, physical demands, and limited autonomy. This gap becomes particularly critical in safety-relevant industries, where strict procedures and physical risks may restrict playful behaviour. Recycling work, as part of the Circular Economy, represents a revealing case: it combines repetitive manual labour with rigid safety requirements while undergoing organizational transformation. Against this backdrop, our study asks: (1) which workplace norms, material and visual cues, and situational conditions foster or inhibit PWD; (2) what risks, tensions, or unintended consequences accompany playful acts; and (3) how the safety-critical context of blue-collar recycling work shapes the emergence, unfolding, and suppression of PWD. In addressing these questions, we aim to develop a process model that explains how PWD arises, evolves, and is restricted in dismantling work, extending current theorizing beyond white-collar contexts.

**Method:** We conducted an ethnographically informed multiple-case study in two German e-waste recycling SMEs differing in size, organizational structure, and safety climate. This interpretivist, process-oriented design enabled us to explore how contextual conditions influence PWD in everyday work. Data collection included 80 hours of follow-the-person shadowing and 20 semi-structured interviews. A reflexive thematic analysis was undertaken, guided by an initial theoretical coding frame derived from PWD theory, while remaining open to inductive insights emerging from the data.

*Results:* PWD in recycling work emerged episodically and was highly context sensitive. Material variety, peer rituals, and routine rhythms opened windows for playful engagement, whereas supervisory control, safety regulations, and incidents of workplace violence (e.g., sexist remarks or exclusionary practices) constrained it. Under restrictive or socially strained conditions, playful acts occasionally turned into problematic competition or risky improvisation. These dynamics informed a process model capturing how PWD is initiated, develops, and becomes constrained within safety-critical blue-collar settings.

*Conclusion:* This study advances occupational health psychology by showing that PWD in safety-relevant blue-collar work functions as a context-sensitive process shaped by monotony, peer norms, and climate dynamics. Our process model highlights that, while individually driven practices such as designing competition remain relevant, socially oriented forms of PWD—especially those expressed through shared fun and collective play—play a crucial role in shaping engagement and belonging. Future research should therefore explore PWD beyond the individual level, while practitioners aiming to make monotonous blue-collar work more engaging must also anticipate and mitigate potential pitfalls, including exclusionary or violent behaviours.

### S3

#### **A Novel Procedure to Support Meaning-Making at Work – Development and Prototype of a Self-Guided Digital Platform**

Doris Hofer<sup>1</sup>, Gregor Jenny<sup>1</sup>, Cyrell Ziegler<sup>2</sup>, Marc Schreiber<sup>2</sup>

<sup>1</sup>University of Applied Sciences and Arts Northwestern Switzerland, Olten, Switzerland, <sup>2</sup>Zurich University of Applied Sciences, Zurich, Switzerland

*Background:* Meaningful work is important for personal well-being. Individuals who perceive their work as meaningful report higher engagement, job and life satisfaction, and better general health. And while job design, organizational culture and broader societal influences all have the potential to contribute to meaningful work, the evaluation of work as meaningful is ultimately subjective. Consequently, approaches to foster meaning at work have traditionally employed a subjective perspective. Within occupational health psychology, research on this topic has emphasised job crafting, person-job fit, and basic needs satisfaction. Vocational psychology, in contrast, has focused on idiosyncratic processes of self-construction and identity narratives within people's vocational development. Both perspectives provide valuable insights into the processes and sources of meaningful work. However, they have largely evolved separately. We argue that integrating theoretical and empirical evidence from both fields holds great potential for our understanding of meaning-making at work and promoting individual well-being. To advance this interdisciplinary line of research, we developed the digital platform *Sinn im Beruf* ("Meaning at Work") that integrates concepts and methods rooted in both vocational psychology (e.g., *career construction* and *life design*) and occupational health psychology (e.g., *job crafting*).

*Method:* The platform guides participants through a structured process. After reflecting on their current professional situation, participants engage in exercises adapted from career construction counselling to support them in constructing, de-constructing and re-constructing their identity narratives. To transfer key insights into their daily lives, participants are subsequently instructed to formulate job crafting intentions that align with their refined identity narratives. The development of the platform is divided into three main phases: (1) conceptualisation, prototyping and testing the usability and user acceptance of an initial version of the platform; (2) enhancement of the platform with generative Artificial Intelligence to provide participants with process guidance and support them in the meaning-making process; (3) process and outcome evaluation.

*Results:* The prototype of the platform and the results of the usability and user acceptance testing (Phase 1) will be available by the time of the conference and presented to the audience.

*Conclusion:* Integrating approaches from vocational and occupational health psychology provides a novel framework for understanding and researching meaning-making at work. Furthermore, from a practical perspective, our platform offers an affordable and accessible complement to traditional career development counselling. It has the potential to support individuals across professions, life stages, and backgrounds in crafting meaningful work and careers.

#### **S4**

#### **Healthy Work: Analysis and Micro-Interventions for Behavioural Prevention**

Evelyn Sophie Schelm, Simone Kauffeld, Eva-Maria Schulte-Seitz  
Technische Universität Braunschweig, Braunschweig, Germany

Mental strain is increasingly becoming a major cause of absenteeism at work. To mitigate perceived stress, job demands must be reduced and resources strengthened, in line with the Job Demands–Resources (JD-R) model. Consequently, comprehensive workplace health management that simultaneously targets both reducing stressors and enhancing resources is gaining importance. It is essential, however, to implement tailored individual interventions, as experiences of strain vary across individuals.

This project examines—through a preliminary study followed by a longitudinal intervention evaluation—the extent to which the 6-A intervention can effectively reduce job demands and enhance job resources, as well as positive effects on well-being, health, and work-related outcomes. Four hypotheses guide the study, focusing on (1) overall increases in job resources and decreases in job demands, (2) effects on specific resources and demands, (3) improvements in health, well-being, and engagement indicators, and (4) changes in work-related thoughts, emotions, and behaviours.

In the initial phase, a two-part pre-study with N = 20 experts from academia and practice examined the anticipated effects of five widely used micro-interventions on job demands and resources. Following this pre-study, the most suitable intervention was selected for evaluation based on three criteria: (1) participant evaluation, (2) scope of impact, and (3) the extent to which it addressed emotional, cognitive, and behavioural levels. The effectiveness of the selected 6-A micro-intervention is currently being examined within a preregistered randomised longitudinal design. Employees (N = 600) complete questionnaires before and after the intervention, as well as four weeks (T2) and eight weeks (T3) after its commencement. Preliminary analyses suggest that the intervention effectively targets specific dimensions of job demands and resources and shows additional effects on related constructs. Random assignment allows for testing effects independent of individual characteristics. Potential moderating factors influencing intervention success are explored in light of the JD-R framework.

The findings are discussed regarding the future, needs-based application of micro-interventions in organizational health promotion.

## S5

### **Towards a Consensual Understanding of Leader Health: Development and Validation of an Instrument for Assessing Leadership Demands and Resources**

Viviane Kirklies, Simone Kauffeld, Eva-Maria Schulte-Seitz

Technische Universität Braunschweig, Braunschweig, Germany

*Background:* Leaders take on a multidimensional role in organizations, for example by being responsible for employee performance, motivation, and health, while simultaneously guiding change processes and responding to crises. To successfully and adaptively fulfil these diverse tasks, it is crucial that leaders are and stay physically and psychologically healthy. However, they seem to be exposed to elevated risks of psychological strain (e.g., physical/emotional exhaustion, emotional distress, feelings of loneliness). Psychological strain, thereby, not only affects leaders' own performance. Their health status also influences their leadership behaviour, their followers' health and performance, plus overall organizational outcomes. Despite these implications and existing recommendations to consider leaders as a particularly vulnerable group in terms of their mental health, leader health and its concrete antecedents received only limited attention in research and practice until now – especially in terms of a consensual and valid conceptualization. Drawing on the well-established job demands-resources model and the health-oriented leadership approach, this study aimed at shedding light on three key questions: (1) What concrete job demands do leaders face in their daily work? (2) What specific resources are available to them? And (3) how can we comprehensively and economically measure leaders' demands and resources?

*Method:* To address these questions and research goals, we conducted a multi-step questionnaire development procedure following the recommendations of Moosbrugger and Kelava (2020). Consequently, the research process included: a systematic literature review, qualitative semi-structured interviews, deductive and inductive content analysis according to Mayring (2022), item and scale generation, qualitative validation (expert panel), primary quantitative validation with an exploratory factor analysis, secondary quantitative validation with a confirmatory factor analysis, and model testing.

*Results:* Preliminary analyses of the qualitative interviews ( $N = 32$ ) revealed a pronounced demand focus, meaning that the interviewed leaders displayed a heightened sensitivity to everyday stressors. We identified both general demands and resources holding the potential to also pertain to employees without leadership responsibility (e.g., cognitive flexibility [demand], feedback [resource]) as well as those that seem to be specific to leaders (e.g., making decisions [demand], celebrating shared successes [resource]). Interviewees ( $n[\text{male}] = 19$ ,  $n[\text{female}] = 13$ ;  $M[\text{age}] = 53$  years) were diverse with respect to their leadership experience, level, and span, plus the size and industry of their organization. The final results including the consequently formulated and validated questionnaire scales and items will be presented at the conference.

*Conclusion:* Initial findings indicate that the demands and resources leaders face throughout their daily work are partially shared with those of employees without leadership responsibility, while others seem to be unique to the given target group. By not only specifying those demands and resources, but also developing a valid instrument to assess them, our study makes two major contributions to scientific theory and organizational practice: (1) it facilitates a reliable understanding and consensual conceptualization of the psychological health determinants of leaders and (2) enables the consideration of leaders in psychosocial risk assessments, thereby facilitating evidence-based, targeted pre- and intervention. Limitations as well as future research directions are discussed.

## **Symposium 2: The Dynamics of Recovery: From Daily Resource Regulation to Long-Term Organizational Outcomes**

Chairs: Karolina Eschen, Ute Hülshöger

Discussant: Sabine Sonnentag

This symposium adopts a multi-level perspective on recovery from work, emphasizing its crucial role in maintaining employee well-being, performance, and retention. Across five complementary studies, the symposium examines recovery as a dynamic process that unfolds within workdays, across weeks, and over longer organizational timescales. Together, the contributions address how employees restore resources, manage work–nonwork boundaries, and engage in recovery activities that promote sustainable health and functioning.

First, Hanna et al. explore the resource-based foundations of daily recovery by investigating how morning self-control resources shape emotion regulation strategies during the day and influence end-of-day exhaustion. Their diary study shows that low morning self-control fosters reliance on expressive suppression - a maladaptive strategy that increases daily exhaustion - highlighting the need to replenish regulatory resources through recovery. Second, Pohlner et al. focus on boundary management, examining the reciprocal relationship between exhaustion and the use of boundary tactics. They further assess how segmentation preferences and workplace norms influence these processes, providing insight into how recovery and boundary management co-evolve over time. Third, Li et al. address microbreaks as proactive recovery strategies during work. Drawing on the Work-Home Resources model, their experience-sampling study demonstrates that short, informal breaks replenish positive affect and promote engagement in off-job recovery activities such as learning and relational investment, underscoring the spillover effects of within-day recovery.

Fourth, Eschen et al. examine how the effectiveness of recovery activities depends on the satisfaction of momentary psychological needs. Their findings show that both need fulfilment and the intrinsic restorative qualities of activities foster evening detachment, relaxation, and next-morning vigour, offering a nuanced perspective on why certain recovery activities are more effective than others. Finally, Wendsche et al. adopt a macro-level perspective, providing longitudinal evidence that insufficient internal (e.g., breaks) and external (e.g., detachment, sleep) recovery predict turnover, sickness absence, and presenteeism. These results highlight the organizational implications of inadequate recovery.

In conclusion, Sabine Sonnentag will serve as a discussant and offer an integration and critical discussion of the individual presentations.

### **S6**

#### **Out of Fuel, Out of Feel: Daily Lack of Self-Control Resources and Emotion Regulation at Work**

Samia Hanna, Jette Völker, Sabine Sonnentag  
University of Mannheim, Mannheim, Germany

Daily work situations are often associated with the experience of a wide range of emotions. The way employees deal with these emotions — or in other words, the way they regulate their emotions— has implications for their psychological well-being. However, it remains unclear what predicts the use of different emotion regulation strategies at work. Drawing on the process model of emotion regulation and conservation of resources theory, this study examines whether the availability of self-control resources in the morning predicts the use of cognitive reappraisal (an adaptive form of emotion regulation) and expressive suppression (a maladaptive emotion regulation strategy) during the workday.

Furthermore, we investigate how daily fluctuations in these emotion regulation strategies shape end-of-work exhaustion. Assuming that adaptive emotion regulation requires self-regulation, we propose that when employees start their workday with insufficient self-control resources, they are likely to shift to a “conservation mode”, aiming to preserve their remaining resources and minimize further depletion. In this state, they should be less likely to engage in cognitive reappraisal, which involves altering how one thinks and therefore demands cognitive effort. Instead, they may tend to rely on expressive suppression, which requires less cognitive effort, but involves constant monitoring and inhibition of emotional expressions— a process that can lead to greater exhaustion by the end of the workday.

Accordingly, we further propose that self-control resources in the morning are associated with exhaustion levels at the end of work via cognitive reappraisal and expressive suppression. We conducted a daily diary study including three daily surveys over the course of two weeks with 164 employees (1,263 days in total) to test our hypotheses. Two-level path analysis showed that lack of self-control resources in the morning predicted higher expressive suppression during the workday, whereas morning self-control resources did not predict engaging in cognitive reappraisal. In addition, expressive suppression during the workday was associated with higher exhaustion levels at the end of work, while cognitive reappraisal was associated with lower exhaustion levels. Finally, we found that lack of self-control resources in the morning was indirectly associated with higher levels of exhaustion at the end of work via expressive suppression, but not via cognitive reappraisal.

In conclusion, our study highlights the role that self-control resources play in emotion regulation processes at work. We further demonstrate how these processes shape employees’ well-being, particularly in terms of exhaustion levels at the end of the day. From a practical perspective, our findings highlight the importance of fostering employees’ recovery, as doing so helps restore and replenish resources that can be invested throughout the workday.

## S7

### **Exhausted Without Boundaries? Exploring the Reciprocal Relationship Between Exhaustion and Boundary Management Tactics**

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*Background:* The blurring of boundaries between work and private life has become a defining feature of modern workplaces, often hindering employees’ recovery from work-related stress and contributing to exhaustion. To manage these boundaries, employees use various boundary tactics (temporal, physical, communicative, technological) to establish and maintain their desired separation between work and nonwork domains. Previous research suggests that stronger boundaries are associated with better recovery and lower exhaustion. However, less is known about how exhaustion itself influences the use of boundary tactics. From a self-regulatory perspective, exhaustion could either motivate employees to strengthen boundaries (i.e., use more boundary tactics) as a compensatory strategy or impair their ability to do so due to depleted energy. Accordingly, the first aim of this study is to examine the reciprocal relationship between exhaustion and boundary tactics. Second, to uncover the underlying mechanisms, we investigate segmentation preference (i.e., the preference to separate work and private life) as a potential mediator of the relationship between exhaustion and boundary tactics. Third, we explore quantitative demands and segmentation norms as contextual moderators, as high workloads may constrain employees’ ability to enact their segmentation preferences, whereas strong workplace segmentation norms may facilitate it.

*Method:* We are conducting a four-week web-based diary study with weekly online questionnaires completed at the end of the workweek. Participants include employees from

diverse occupational backgrounds working at least 20 hours per week. At the time of abstract submission, data collection is ongoing. To date, 101 participants have completed the study, with a target sample size of 250 employees.

*Results:* Data analysis is in progress. Final results will be presented at the conference.

*Conclusion:* This study aims to provide a more nuanced understanding of how exhaustion and boundary tactics influence each other over time. The findings are expected to offer practical insights into how organizations can help employees manage work-home boundaries effectively, particularly when exhaustion is high, by promoting effective boundary tactics and fostering supportive segmentation norms.

## S8

### **The Fading Benefits of Workplace Napping: Affective and Cognitive Pathways to Off-Job Recovery**

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Despite growing organizational interest in workplace napping programs, scientific understanding of whether and how napping facilitates employee recovery during regular work hours remains limited. Existing research has focused largely on shift workers and sleep-deprived populations, offering little insight into voluntary workplace napping among regular daytime employees, particularly workers whose sustained performance depends heavily on effective within-day recovery. Drawing on the Effort–Recovery Model and the Work–Home Resources (W–HR), we propose that workplace napping influences employees' affective and cognitive resource states, which subsequently spill over to shape engagement in eudaimonic off-job recovery activities, specifically learning and relational investment. We further argue that the restorative effects of napping may exhibit diminishing returns.

To test these ideas, we conducted a 10-workday experience sampling study of 153 full-time employees in China, yielding 1,461 daily observations. Results revealed a curvilinear relationship between workplace napping duration and depletion, such that napping reduced depletion at shorter durations, whereas benefits attenuated and became nonsignificant at longer durations. Depletion subsequently predicted lower engagement in both learning and relational investment after work. In contrast, the proposed curvilinear relationship between napping duration and positive affect was not supported. Instead, napping showed a significant positive linear relationship with positive affect, and positive affect was positively associated with both learning and relational investment, resulting in significant linear indirect effects.

This study contributes to the literature in several ways. First, we introduce workplace napping during regular daytime work as an increasingly relevant yet understudied recovery practice. Second, we demonstrate that recovery behaviours do not necessarily generate continuously increasing benefits; rather, cognitive restoration may yield diminishing returns as nap duration increases. Third, our findings provide empirical support for workplace napping as a recovery practice while also suggesting that longer naps are not necessarily more beneficial. Organizations considering nap-friendly practices may therefore benefit from encouraging appropriately timed and moderate-duration naps rather than assuming that more recovery time automatically yields greater benefits.

## S9

### **What Do You Need to Recover From Work? Exploring the Role of Need-Satisfying Activities in Employee Well-Being**

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*Background:* Engaging in recovery activities after work is widely recognized as an important way of restoring energy and maintaining employee well-being. However, existing research on recovery activities has produced inconsistent findings. For instance, social activities have been linked to positive, negative, and null effects on recovery outcomes. These mixed results suggest the need to identify boundary conditions that determine when and for whom specific recovery activities are most effective. Building on theories of basic psychological needs, which emphasize the fulfilment of needs as a central determinant of human motivation and well-being, we propose that the effectiveness of recovery activities depends on the extent to which they satisfy employees' momentary psychological needs. Specifically, we hypothesize that recovery activity characteristics (physical, social, creative, mental, and spiritual) are most effective in promoting recovery experiences (psychological detachment and relaxation) when they fulfil corresponding psychological needs (physical thriving, relatedness, pleasure–stimulation, competence, and self-actualization–meaning) that were insufficiently met during work. We further examine how these interactive effects influence next-morning well-being (emotional exhaustion and vigour).

*Method:* We conducted a preregistered two-week experience-sampling methodology (ESM) study with 199 employees. Participants completed short smartphone surveys three times per day (on waking, after work, and before bedtime). We assessed daily need satisfaction at work, engagement in recovery activities, recovery experiences in the evening, and next-morning well-being. Data were analyzed using multilevel structural equation modelling.

*Results:* The results provided partial support for our hypotheses. Contrary to our expectations, high need satisfaction of physical thriving at work enhanced (rather than weakened) the association between physical recovery activities and relaxation. As predicted, low satisfaction of pleasure–stimulation at work amplified the beneficial effects of creative activities on both detachment and relaxation. Similarly, low satisfaction of self-actualization–meaning strengthened the positive effects of creative activities on recovery experiences. No significant moderating effects were found for the needs of relatedness or competence.

*Conclusion:* Our findings suggest that while psychological needs can shape the effectiveness of certain recovery activities, their role may be more limited than previously assumed. While the fulfilment of certain needs can enhance the effectiveness of specific recovery activities, some activities appear to promote detachment and relaxation more generally, independent of daily need satisfaction. These results indicate that both mechanisms, the alignment of activities with unmet needs and the inherent restorative qualities of certain activities, contribute to successful recovery.

## S10

### **The Hidden Cost of Insufficient Recovery: How Internal and External Recovery Deficits Predict Employee Turnover, Sickness Absence, and Presenteeism over a Two-Year-Follow-Up**

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*Background:* Employee retention is increasingly threatened by turnover, absenteeism, and presenteeism, which not only reduce organizational performance but also generate substantial economic costs. Recovery during and after work is a critical yet often overlooked factor influencing employee retention and health. Recovery can be classified as internal (e.g., during work breaks) or external (e.g., intershift rest, sleep, detachment). Theoretical frameworks suggest that recovery mitigates the adverse effects of work stress on workforce outcomes. However, prospective evidence examining recovery deficits as predictors of multiple retention-related behaviours remains limited. We propose that insufficient recovery negatively affects employee retention. Specifically, turnover, absenteeism, and presenteeism capture the behavioural continuum of retention from complete withdrawal (turnover) to temporary disengagement (absenteeism) and dysfunctional overcommitment (presenteeism).

*Method:* This study utilized data from the BAuA-Working Time Survey, a nationally representative cohort study of German workers. For our purposes, we analyzed data of 3,274 employees surveyed in 2017 (baseline, wave 2) and 2019 (follow-up, wave 3). Four internal recovery indicators (e.g., short break duration, low break autonomy, missed breaks, interrupted breaks) and seven external recovery indicators (e.g., shortened rest periods, low psychological detachment/relaxation/mastery/control, poor sleep quality, impaired intershift recovery) were assessed at baseline. Outcomes were assessed at the two-year follow-up and included information on voluntary and involuntary turnover, turnover intention, sickness absence, and presenteeism. Adjusted Poisson and logistic regression models were used to examine associations, controlling for demographics, work hours, and work-related stressors.

*Results:* Regarding insufficient internal recovery, we found that short total break duration (<30 minutes/day) significantly predicted voluntary turnover (IRR = 1.93) and low break autonomy was associated with increased sickness absence (OR = 1.30). External recovery deficits predicted outcomes in a differentiated manner. Low intershift recovery was associated with voluntary turnover (IRR = 1.64) and sickness absence (OR = 1.34). Poor sleep quality predicted turnover intention (OR = 1.44), sickness absence (OR = 1.72) and presenteeism (OR = 1.68), and insufficient psychological detachment predicted presenteeism (OR = 1.53). Involuntary turnover was not predicted by the recovery variables in the adjusted models.

*Conclusion:* Findings provide prospective evidence that both internal and external recovery deficits are important determinants of employee retention. Short daily break duration and low break autonomy, insufficient intershift recovery, poor sleep, and low psychological detachment emerged as predictors across complete, temporary, and covert forms of workforce loss, ranging from voluntary turnover (intentions) to sickness absence and presenteeism. Interventions targeting recovery—through compliance with break regulations, flexible break scheduling, sleep-friendly work patterns, and support for boundary management—may enhance employee health, reduce turnover-related costs, and secure workforce sustainability.

### **Symposium 3: Leadership in Context: Exploring Context Variables that Shape the Relationship between Leadership and Health**

Chair: Miriam Arnold

Leadership does not occur in a vacuum. The context in which leaders and followers operate profoundly influences how leadership impacts health and well-being. Despite growing recognition of the importance of context, research often overlooks the nuanced interplay between leadership behaviours and the structural, social, and psychological conditions that shape their effects. This symposium brings together five studies that investigate how contextual variables moderate the relationship between leadership and health. A discussion by Ilke Inceoglu will synthesize the role of context across the papers, highlighting diverse approaches and variables and address the frequent neglect of contextual factors in research and practice.

The first presentation examines leaders' distinct job demands and resources compared to employees, using a large-scale field study to reveal how emotional exhaustion risks differ between these groups. Findings highlight that leaders experience higher vulnerability to information overload and emotional dissonance, underscoring the need for tailored risk assessments and interventions for leadership roles. The second study adopts an experimental approach to explore leader reactions to depression disclosure by subordinates. Results demonstrate how disclosure type (full, downplayed, or humour-based) shapes leaders' responses, revealing the emotional and behavioural challenges leaders face when addressing mental health in the workplace. The third presentation delves into the affective core of leadership, investigating how emotional dynamics unfold in paradoxical leadership situations. A content analysis of qualitative interview focusses on context variables that aggravate or mitigate the potential for conflict. The fourth study adopts a social-cognitive perspective to explore autonomy in the context of an unlimited paid leave policy, using two field experiments to examine how team and supervisor support, alongside individual self-efficacy, shape employees' perceived and enacted autonomy. Preliminary findings suggest that social encouragement amplifies the translation of formal autonomy into practice, with implications for well-being and work design. Finally, the fifth contribution presents a systematic review on the benefits and risks of empowerment for both leaders and followers. By synthesizing fragmented literature, this review identifies facilitators and barriers to effective empowerment processes and highlights health-related implications, calling for a more dynamic and interactive understanding of empowerment in organizations.

Together, these presentations advance our understanding of how contextual factors - ranging from job characteristics and social support to emotional dynamics and organizational policies - shape the health impacts of leadership. By integrating multilevel, experimental, and review-based approaches, this symposium offers high diversity in methodologies, offering a comprehensive roadmap for future research on leadership, context, and health.

## **S11**

### **Leaders in the Context of Psychological Risk Assessment: Distinct Job Demands and Resources of Leaders and Their Implications for Health Impairment**

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Leaders' specific job demands and resources have often been overlooked in psychological risk assessments. It remains unclear which working conditions are distinct for leaders as compared to their employees, and whether these differences translate into varying risks for health impairment. This is remarkable insofar as it seems likely that leaders, due to their leadership responsibilities, have different job characteristics and strain profiles than their employees. Based on the Job Demands-Resources (JD-R) model, this study investigates distinctions in job demands and resources between leaders and employees, as well as their respective risks for health impairment.

We conducted a field study with 32 independent companies involving 9386 participants from 980 teams who completed an online survey as part of a psychological risk assessment. Both 7620 employees and 1766 leaders provided information about their working conditions and levels of emotional exhaustion. To account for the nested data structure, we applied multilevel logistic regression analyses. We compared working conditions across groups and employed moderation analysis to examine whether the relationships between working conditions and health impairment differ between leaders and employees.

In general, the expected positive relationships between job demands and emotional exhaustion, as well as the negative relationships between job resources and emotional exhaustion, were observed for both leaders and employees. Results indicate that leaders report higher levels of certain job resources—including task completeness, autonomy, task variety, feedback, and recognition—compared to employees. No group differences were found regarding social support. Regarding job demands, findings were mixed. Notably, the likelihood of emotional exhaustion in response to information overload and emotional dissonance was significantly higher among leaders than among employees.

These findings highlight the importance of considering distinct patterns of job characteristics when assessing health risks for leaders versus employees. For the practice of psychosocial risk assessment, our results imply that leaders and employees should form separate groups of analysis, and that different measures for work design should be developed for each group due to their differing tasks and responsibilities.

## **S12**

### **Saving Face Does Not Save Mental Health: Leader Reactions to Depression Disclosure**

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Most leaders are uncomfortable raising mental health issues in one-on-one meetings with subordinates, yet addressing such issues is vital for mutual outcomes. For example, an intervention at an early stage can be highly impactful and prevent feelings of exhaustion from accumulating and developing into a more serious mental health crisis. Also, small gestures at the right time can make a substantial difference. A simple recommendation to seek help by an immediate supervisor increases the likelihood that employees will actually seek professional help early. Therefore, leaders as “first responders” in a professional work setting are in a crucial position, as their actions may directly influence their employees’ well-being.

Because of this important role of leaders, it is also essential that they recognize if their employees are affected by a mental health crisis. However, subordinates differ in whether and how they disclose their mental health status when asked by their leaders. These variations in disclosure may create very different interactional dynamics, yet we know surprisingly little about how leaders respond to them. In our research, we aim to shed light on how leaders react to varied types of disclosure. Although subordinates’ mental health issues are affecting a growing number of leaders, prior work has focused almost entirely on the discloser (e.g., subordinate) perspective (i.e., antecedents and consequences of disclosure), leaving the counterparty largely unexplored. This gap limits our understanding of how leaders actually behave in real interactions involving mental health concerns.

To address this, we conducted a randomized controlled experiment in which individuals assigned to a leader role engaged in a short meeting with a professional actor portraying one of three depression disclosure styles. The actors either fully disclosed the mental health condition, downplayed it, or downplayed it using humour. All 103 meetings were videotaped using a 360-degree camera commonly used in hybrid workplace settings and therefore familiar to most participants. Participants were blinded to study conditions and completed online surveys before and after the meeting.

Based on quantitative survey data and systematic video coding, we present detailed findings on leaders’ reactions to depression disclosure versus non-disclosure. By observing leader behaviour directly, our study extends prior research on leader and employee mental health, which has relied predominantly on correlational and self-report designs.

### S13

#### **The Affective Core of Leadership: Emotional Dynamics in Paradoxical Leadership Situations**

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*Background:* Paradoxical leadership—balancing contradictory yet interdependent demands—has been studied primarily from a cognitive perspective, while emotional processes remain understudied. This study examines paradoxical leadership situations, their contextual conflict-mitigating and escalating factors, and the sequences of discrete emotions involved. Grounded in Affective Events Theory (Weiss & Cropanzano, 1996) and the Cognitive-Affective-Behavioural-Trait (CAB-T) framework (Shao, 2024), the study focuses on discrete emotions, their contextual triggers, and emotion regulation strategies beyond broad valence-based measures. Following recommendations from recent reviews, the study investigates: (a) typical discrete emotions associated with paradoxical leadership situations and their contextual antecedents, (b) leaders' emotion regulation strategies, (c) paradoxical situations that vary in difficulty and evoke different emotional sequences, and (d) strategies for resolving these situations. Perspectives from both leaders and followers are integrated.

*Method:* Semi-structured interviews were conducted with 15 leaders and 15 matched followers, using the Critical Incident Technique to explore paradoxical leadership situations. Data were analyzed through deductive-inductive content analysis, allowing for category expansion to strengthen the study's theoretical contribution.

*Results:* Preliminary findings highlight anxiety as the predominant leader emotion. Compared with labelled “easy” paradoxical situations, anxiety peaks later, intensifies over a longer period of time and reaches higher levels in “difficult” situations. In addition, a broader range of emotions characterize difficult paradoxical situations. Followers primarily reported joy when leadership was perceived as effective. When leadership was ineffective, followers reported anxiety, anger, and sadness. Notably, followers rarely recognized leader emotions. In non-successful paradoxical leadership situations, contextual factors include a sole focus on task orientation and processing their emotions entirely on their own. Interestingly, transparency in communication emerged as the strongest conflict-escalating factor, for example by triggering uncertainty and fluctuation among followers. In contrast, successfully managed situations were characterized by proactive preparation and planning, inter-organizational networking, leader optimism, and the use of emotion regulation strategies such as acceptance and emotional reframing. Social support was among the most prominent conflict-mitigating factors.

*Conclusion:* The findings advance understanding of emotional processes in paradoxical leadership by incorporating both leader and follower perspectives. They highlight factors shaping the success or failure of paradox management, guide future research directions, and provide practical insights for supporting leaders and followers in such contexts. Moreover, the incorporation of follower perception allows the examination of followers' cognitive interpretation of leadership affect. This multifaceted approach may unveil latent effects of emotional contagion and the rarely explored phenomenon of bottom-up emotional management.

### S14

#### **Autonomy in Context: How Social and Personal Factors Shape Perceived and Enacted Autonomy**

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Why do some employees act on their autonomy while others do not? Although autonomy is central to work motivation and occupational well-being, its formal provision does not

necessarily translate into employees feeling or utilizing it. This research examines autonomy as a socially embedded and individually interpreted process, exploring how team and supervisor encouragement shape employees perceived and enacted autonomy, and how these effects depend on self-efficacy. Drawing on Social Cognitive Theory, we examine how employees interpret social cues surrounding a flexible leave policy implemented at a large Dutch financial organization. The policy granted employees full autonomy over when and how much leave to take, offering a natural context to examine how formal autonomy is perceived and enacted under varying social (i.e., encouragement by teams and supervisors) and personal conditions (i.e., self-efficacy). Two complementary field experiments were employed to explore the effect of team and supervisor encouragement on perceptions and enactment of leave autonomy.

In Study 1 (N=3,439) we examined how the social context shapes perceived and enacted autonomy employing a two-wave cluster-randomized design comparing employees with and without flexible leave. Study 2 (N=583) followed employees with flexible leave monthly across twelve measurement waves, providing fine-grained assessment of the dynamic processes of perceived and enacted autonomy, and of how the trajectories are shaped by team and supervisor encouragement and self-efficacy. Preliminary analyses indicated that supportive team and supervisor behaviours increased perceived autonomy. This in turn predicted enacted autonomy (i.e. the actual number of days taken off). Detailed analyses will be presented on the dynamic interplay and on the role of self-efficacy as moderator of these relationships. This study examines if and how personal differences amplify encouragement by the social environment. Together, these studies position autonomy as a process shaped jointly by social and personal factors, offering insight into how employees translate formal discretion into practice. The perception of autonomy in the workplace is contingent upon the interplay of formal organizational policies, social reinforcement from the environment, and individuals' self-efficacy in exercising discretionary decision-making.

## S15

### **Benefits and Risks of Empowerment for the Well-being of Leaders and Followers: A Systematic Review**

Franziska Dennissen<sup>1</sup>, Kai Niclas Klasmeier<sup>1</sup>, Joyce Elena Schleu<sup>2</sup>, Nale Lehmann-Willenbrock<sup>3</sup>

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*Background:* In today's dynamic and globalized work environment, empowerment has become a central topic in organizational research and practice. Existing research has predominantly conceptualized empowerment as an inherently positive construct, emphasizing performance-related outcomes while neglecting potential straining effects. Moreover, empirical research on empowerment has largely evolved in parallel streams across leadership, organizational, and work-design perspectives, resulting in inconsistent definitions and operationalizations that make it difficult to assess how empowering structures and behaviours function across organizational levels. Thus, despite decades of research, the literature on empowerment remains fragmented, subject to positivity bias, and largely based on static designs. This limits our understanding of empowerment as an interactive power-sharing process affecting followers' and leaders' resources, demands, and well-being.

*Method:* The aim of this systematic review is to identify potential benefits and risks of empowerment processes for both followers and leaders, as well as the factors that facilitate or hinder their effective implementation in organizational contexts. We include 109 empirical studies and aim to provide an integrative overview of the empowerment research.

*Results:* Our results suggest that empowerment processes have the potential to promote followers' and leaders' well-being, while also posing risks such as increased demands and resource depletion. However, only very few studies systematically examine leaders' well-being, with the majority focusing on the effects of leader behaviour on follower well-being. The analysis further highlights methodological weaknesses, including limited use of multilevel and longitudinal designs, scarce causal inference, and a predominant focus on follower outcomes.

*Conclusion:* Our review provides three key contributions. First, the review seeks to consolidate and integrate empirical research across leadership, organizational, and work-design perspectives, providing a unified conceptualization of structural empowerment that can foster consensus across disciplines and advance theory development. Second, it aims to develop an overarching framework of the consequences of structural empowerment for both followers and leaders, highlighting current inconsistencies, blind spots, and areas for future investigation. Third, the review critically reflects on methodological limitations in the field, offering guidance for innovative study designs and approaches that better capture empowerment as a dynamic, process-oriented phenomenon. Together, these contributions are intended to support the design of empowerment practices that enhance health, well-being, and sustainable functioning for both leaders and followers.

#### **Symposium 4: The Ambivalence of Autonomy at Work – New Insights into an Established Construct**

Chairs: Jana Kühnel, Tim Vahle-Hinz

Autonomy is a central job characteristic that plays a key role in explaining employees' health, performance, and motivation. It is regarded as a job resource that not only helps individuals to deal with job demands and achieve work-related goals but also facilitates personal growth. Unsurprisingly, assumptions about autonomy lie at the heart of most influential work design models (e.g., the Job Characteristics Model). However, in recent years, the uniformly positive effects of autonomy have been increasingly questioned, both from theoretical perspectives (e.g., the Vitamin Model) and based on empirical findings.

In light of these developments, in this symposium we bring together research examining the potentially ambivalent effects of autonomy. Specifically, five studies are included: First, Melzer et al. present results from qualitative content analysis and focus groups exploring how differences in situational strength characteristics (clarity, consistency, constraints, and consequences) shape employees' perceptions of autonomy at work. Second, Kubicek reports findings from a longitudinal study showing that the cognitive demands associated with autonomy (planning, structuring and coordinating work tasks) are differentially related to emotional exhaustion and learning. Thirdly, Vahle-Hinz et al. present a meta-analysis on raw participant-level data, providing a clear construct definition to examine the theoretically proposed beneficial effects of autonomy, as well as interaction patterns that may undermine these beneficial effects. Fourthly, Meyer et al. use weekly diary data to investigate potential detrimental effects of autonomy, focusing on self-control demands as a mediating mechanism. Fifthly, Syrek et al. present results of an experimental field intervention study investigating the complex effects of unlimited paid leave as a work-life policy aiming at enhancing employees' autonomy.

Together, these five innovative studies employ a broad range of methodological approaches including qualitative investigations, longitudinal study designs, weekly diary methods, meta-analytical approaches, and intervention research. Collectively, they offer new insights into the complex nature of autonomy and provide a basis for discussing its evolving role in the new era of work.

## S16

### **Let's Talk About Flexibility: Situational Strength in Where, When and How We Work**

Sophie Melzer<sup>1</sup>, Julia Schöllbauer<sup>1,2</sup>, Ada Sil Patterer<sup>2</sup>, Christian Korunka<sup>1</sup>, Jana Kühnel<sup>3</sup>, Rustin D. Meyer<sup>4</sup>, Anja Van den Broeck<sup>5</sup>

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In the context of recent economic and societal developments, work flexibility and autonomy have become increasingly important: having the freedom of choice when it comes to where, when, and how to work is especially important for knowledge workers as it might impact their intrinsic work motivation (Self-Determination Theory). The amount of flexibility workers have at their disposal depends – among other things – on situational strength and its four core dimensions (clarity, consistency, constraints & consequences; Meyer et al., 2010). Whereas strong situations are characterised by high scores on all four dimensions (e.g., strict rules, sanctions for failure to comply), low scores (e.g., no rules or rules whose non-compliance is not sanctioned) describe more flexible situations which are associated with higher perceived autonomy. The potential positive effect of low situational strength on intrinsic motivation might be weakened or even erased by the lack of clarity inherent in weak situations, however.

In preparation for the development of an instrument measuring employees' situational strength regarding their a) workplace, b) working hours and c) work tasks/methods, we have conducted several focus groups (i.e., group interviews) with employees. The goal of this qualitative study was to gain a better understanding of what determines workers' perceived situational strength when it comes to where, when and how to work. Consequently, we used a content analysis to assess how people talk about flexibility and autonomy.

We examined which aspects are decisive for positive or negative experiences concerning flexibility and autonomy, their relation to the situational strength dimensions as well as the wording used to describe these experiences. Moreover, we aimed at the identification of personal as well as informational resources that support workers in developing strategies for handling weak situations (e.g., by enhancing clarity). Lastly, we explored different relevant senders of situational strength. In this regard, policies, guidelines and expectations of colleagues might serve as relatively stable reference points for behaviour. However, non-work-related aspects such as family duties also play an important role in how individuals perceive autonomy and flexibility. We will discuss insights from the focus group findings and share our progress on the development of a new instrument.

## S17

### **Autonomy's Hidden Price: Differential Effects of Cognitive Demands of Flexible Work on Exhaustion and Learning**

Bettina Kubicek

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*Background:* Flexible work arrangements offer employees discretion over when, where and how they work, thereby increasing their perceived autonomy. Although autonomy is considered an important resource in several work stress theories (e.g., Job Demand-Control Model, Job Demands-Resources Model, Job Characteristics Theory), it may also have downsides. Accounts on the deregulation of work suggest that flexibility and autonomy create additional

cognitive demands for planning, structuring, and coordinating work. Managing these demands requires effort. It therefore consumes resources and contributes to employee exhaustion. On the other hand, managing these demands may also foster employee learning, as it necessitates problem-solving and creative thinking.

*Method:* Using a cross-lagged panel design with a time lag of one month, we tested whether cognitive demands for planning, structuring and coordinating work are concurrently related to learning and emotional exhaustion. A total of 148 employees from various industries, with an average age of 39.7 years, participated in the survey. The four subdimensions of cognitive demands (planning working times, planning working places, structuring of work tasks, and coordinating with others), learning, and emotional exhaustion were assessed at both waves of data collection.

*Results:* Controlling for outcomes at Time 1, we found that the four subdimensions of cognitive demands were differentially related to work-related outcomes. Planning of working places and coordinating work with others were associated with an increase in emotional exhaustion over time, while structuring of work tasks was related to an increase in learning. Planning of working times was unrelated to the outcomes. Therefore, the specific subdimensions of cognitive demands are not concurrently associated with emotional exhaustion and learning. Rather, they demonstrate differential patterns of work-related outcomes.

*Conclusion:* Flexible work arrangements and the cognitive demands associated with them offer both potential benefits and drawbacks. Coordinating with others and planning of working places are demanding aspects of flexible work, as they increase employee exhaustion over a one-month period. Structuring of work tasks, on the other hand, fosters learning. Despite these positive work-related outcomes, structuring should still be considered a job resource as it does not promote well-being. Regulating working places and working times to some extent, i.e., by defining shared office hours or days, could help to reduce the demands of juggling various workplaces and ease coordination with colleagues. Additionally, supervisors should provide employees with opportunities to autonomously structure their work, enabling them to develop new knowledge and skills.

## S18

### **Too Good to Be True? A Meta-Analytical Investigation of the Relationship Between Workplace Autonomy and Employee Health**

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*Background:* Autonomy is a key resource in work design, manifesting itself in the degree of freedom individuals have in performing their work tasks (Hackman & Oldham, 1976; Ryan & Deci, 2000; Morgeson & Humphrey, 2006). While autonomy is often considered beneficial for health and well-being (Bakker et al., 2023; Shifrin & Michel, 2022), studies also point to negative or paradoxical effects (see de Bloom et al., 2022; Dettmers & Bredehöft, 2020; Kubicek et al., 2017; Vahle-Hinz et al., 2024). Furthermore, recent meta-analytical evidence questions the theoretically postulated buffering effect of job control on the impact of job demands (Huth et al., 2022). Against this background, a meta-analytical investigation of the effects of autonomy on health and well-being is useful for testing the expected positive effects of autonomy and, at the same time, identifying interaction patterns that could reveal a more differentiated mode of action.

*Method:* We conduct a meta-analysis on raw participant-level data to investigate relationships between autonomy and psychological well-being (e.g., emotional exhaustion), somatic health

(e.g., psychosomatic complaints), behaviour (e.g., withdrawal behaviour), and motivation (e.g., work engagement). Furthermore, we aim to test whether autonomy moderates the relationship between time pressure and the outcome variables (two-way interaction), and whether this moderation effect depends on personal (e.g., self-efficacy) or situational characteristics (e.g., leadership). Overall, we have gathered data from  $N = 31$  studies or data sets, including  $k = 23,355$  employed participants. Additionally, we have access to a representative data set from Germany comprising another  $N = 20,030$  employed participants.

*Results:* The analysis is not yet completed. However, preliminary investigations show that nearly all studies used different scales to measure the focal constructs of autonomy and time pressure. To merge the data, we conduct an AI-assisted semantic item analysis aimed at identifying clear construct definitions that allow the investigation of effects using as much data as possible. At the conference, we will present the results of the AI-assisted semantic item analysis and, at the very least, meta-analytical relationships between autonomy and various outcome variables, as well as meta-analytical evidence for a moderation effect of autonomy buffering the relationship between time pressure and different outcome variables.

*Conclusion:* Although the analysis is still ongoing, the data preparation process already highlights that previous analyses based on aggregated data may have relied on fuzzy construct operationalizations, leading to inconclusive results. Furthermore, it appears essential to have a clear construct definition and sound empirical operationalization to investigate the proposed effects. This highlights that even the data preparation phase provides insights into how and why autonomy might—or might not—show the theoretically proposed effects.

## S19

### **Reconciling Autonomy and Strain: Self-Control Demands as a Mechanism Linking Flexible Work to Employee Well-Being**

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The availability of flexible work arrangements enables an increase of employees' autonomy. Although increased autonomy at work should have positive effects, there are indications that this does not always have to be the case. The vitamin model by Warr (1990) proposes that high levels of autonomy may have negative effects and thus a curvilinear relationship with outcomes like well-being. Support for the vitamin model was found in a cross-sectional and a longitudinal sample of care workers (Kubicek, Korunka & Tement, 2014) and IT workers (Wieland et al., 2004). Along with the deregulation of work, an increasing demand for self-governance or self-control is often discussed (Allvin et al., 2013; Voß & Pongratz, 1998; Wunderer, 2001). Due to the deregulation of work processes, external control is reduced and replaced by results-oriented work assignments. As a consequence, the use of flexible work arrangements requires employees to efficiently organize their work themselves and to regulate their attention, behaviour, and emotions (Eurofound, 2015; Prem, Kubicek, Diestel, & Korunka, 2016). "Such demands of today's work cannot be met by automated and rigid patterns of behaviour. Rather, they call for considerable self-control at work" (Schmidt & Diestel, 2015, p. 1). This increase in self-regulation and coordination demands can intensify job complexity (Dettmers, Kaiser, & Fietze, 2013). Therefore, self-control demands should mediate the relationship between high autonomy at work and reduced well-being. We conducted a longitudinal weekly diary study over two months, during which participants were asked each week about their autonomy, job complexity at work, self-control demands and their well-being. Results will be presented at the conference.

## S20

### The Paradoxical Effects of Unlimited Paid Leave: A Multi-Source Cluster-Randomized Controlled Trial

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*Background:* Unlimited paid leave is a policy designed to empower employees to schedule their work and leisure time in ways that align with their personal interests and needs. While work–nonwork flexibility policies are widely adopted in companies, their psychological, behavioural, and organizational impact, as well as the conditions under which they succeed or fail are under-theorized, empirically underexplored, and consequently poorly understood. We conceptualize unlimited paid leave as a policy aimed at enhancing employee autonomy by formally granting individuals the freedom to decide how much leave they take. Drawing on self-determination theory and social exchange theory, we investigated the effects of unlimited paid leave on employee behaviour (leave usage), employee outcomes, and job performance using a cluster-randomized controlled trial in a multinational financial firm.

*Method:* The experimental group (N = 290) was granted unlimited paid leave for one year, while the control group (N = 293) continued under the standard policy (final N after attrition = 211). Our study combines self–reported and company–provided data to examine the direct and indirect effects of the unlimited paid leave policies. Employee outcomes (work engagement, job satisfaction, work–nonwork balance) and supervisor-rated performance were measured at the beginning and at the end of the intervention year. Perceived autonomy and social considerations in taking leave, as well as company-recorded leave days, were assessed monthly.

*Results:* Firstly, unlimited paid leave has overall beneficial effects on work engagement, work–nonwork balance, and job satisfaction. Secondly, regarding employees' experiences related to taking leave, unlimited paid leave increases social considerations in taking leave, and, surprisingly, reduces autonomy in taking leave. Thirdly, autonomy in taking leave seems to be an important pathway through which unlimited paid leave affects job satisfaction and work–nonwork balance. Fourthly, leave-taking behaviour (i.e., leave days taken and variability in taking leave) is less important than assumed for the effects of unlimited paid leave on employee outcomes. While our pattern of results only partly aligns with our theoretical propositions, it offers unique insights into the ambiguity of the effects of work–life policies.

*Conclusion:* Unlimited paid leave policies improved leave-taking behaviour and key employee outcomes but paradoxically reduced perceived autonomy and heightened social considerations in taking leave. Organizations should therefore design safeguards to mitigate these complex effects—balancing formal autonomy with social and managerial support.

### Symposium 5: From Fragmentation to Prevention: Multi-level Approaches to Reducing Workplace Aggression

Chair: Roberta Fida

Workplace aggression, used here as an umbrella term encompassing bullying, harassment, discrimination, incivility, and violence, remains a widespread and costly occupational challenge across sectors. Despite decades of evidence on its antecedents and consequences, prevention remains fragmented across policy, organizational, and individual levels. This symposium brings together five complementary studies to advance an integrated understanding of how prevention and response can be strengthened through multi-level, evidence-based approaches connecting policy intent, organizational systems, and individual action.

The first paper (Fida et al.) presents findings from a comprehensive policy mapping of UK regulatory and advisory frameworks on workplace aggression (8,413 documents screened; 57 included). This study reveals persistent definitional ambiguities, limited attention to digital forms of aggression, and a strong focus on post-incident management. Building on these insights, it proposes a Multi-Actor Prevention Framework that integrates primary, secondary, and tertiary strategies across perpetrators, targets, and bystanders, acknowledging workplace aggression as a relational and systemic phenomenon. The second paper (Franckx et al.) moves inside organizations to examine how resources flow across levels to de-escalate mistreatment. Drawing on Conservation of Resources theory and expert interviews, it demonstrates how resource passageways, such as supportive leadership, peer collaboration, and fair procedures, cascade across organizational systems to buffer against aggression and reinforce prevention efforts.

The third paper (Johnson et al.) examines the use of body-worn cameras among civil-enforcement officers as a deterrent to public aggression. Analysis of incident data and interviews reveals paradoxical effects: while intended to enhance safety, cameras can sometimes provoke new forms of hostility. These findings underscore the complexity of technological prevention and the importance of contextual implementation. The fourth paper (Vranjes) offers a systematic review of post-#MeToo research on organizational responses to sexual-harassment reporting. It identifies persistent structural and cultural barriers to constructive responses and proposes a Barrier Model explaining how phenomenological, social, and organizational factors intersect to inhibit accountability and trust. Finally, the fifth paper (Søfeldt et al.) experimentally investigates psychological distance and power dynamics in bystander intervention of sexual misconduct. Manipulating mediums, it tests whether framing victims as psychologically close (e.g. a family member) enhances intervention (measured on different levels).

Together, these papers illustrate that prevention is a systemic endeavour requiring alignment between policy frameworks, organizational resources, and individual agency to build safer, fairer, and more respectful workplaces.

## S21

### **Bridging Policy and Practice: A Multi-Actor Framework for Preventing Workplace Aggression**

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*Background:* Workplace aggression—including bullying, harassment, discrimination, incivility, and violence—remains a major challenge across UK organizations, with substantial costs for individuals, employers, and society. Although research has long established the antecedents and consequences of workplace aggression, prevention efforts remain fragmented and largely reactive. Statutory and advisory frameworks exist, yet their coherence and alignment with contemporary evidence are unclear. This study aimed to systematically map UK hard and soft policies related to workplace aggression to assess their scope, definitions, prevention mechanisms, and alignment with research evidence. The work forms part of a broader comparative project funded by INAIL (BRIC 2022 ID 33) examining policy frameworks in the UK, Italy, and the European Union.

*Method:* An eight-step policy mapping methodology was applied (Bowen et al., 2022; Burris et al., 2010) to examine both binding (hard) and non-binding (soft) policies. Documents were retrieved from the UK Government's legislation website (Legislation.gov.uk), Overton (the largest global policy database), and the websites of the Health and Safety Executive (HSE), the Health and Safety Executive for Northern Ireland (HSENI), and Advisory, Conciliation and

Arbitration Service (ACAS). Policies were searched using keywords including harassment, violence, bullying, mobbing, aggression, and assault in combination with “at work” or “workplace.” Eligible documents were those explicitly addressing workplace aggression, published by UK governmental or regulatory bodies. Documents were coded in NVivo and analyzed thematically, using a combination of deductive and inductive coding to identify definitions, prevention strategies, monitoring tools, and the actors targeted (perpetrators, targets, and bystanders).

*Results:* Out of 8,413 screened documents, 57 were included in the final analysis. Findings revealed definitional inconsistencies across statutory and advisory frameworks, with key terms such as bullying, harassment, and violence interpreted differently or incompletely. The analysis identified a strong emphasis on secondary prevention—responses after harm has occurred—through grievance procedures, mediation, or disciplinary measures. In contrast, primary prevention, aimed at addressing root causes and promoting positive cultures, was rarely defined or operationalised. Bystanders, despite their recognised role in escalating or mitigating aggression, were largely absent from policy considerations. Few documents addressed emerging forms of aggression in digital or hybrid work contexts. Monitoring guidance existed but relied predominantly on self-labelling tools, limiting comparability and accuracy of prevalence data.

*Conclusion:* The UK policy landscape on workplace aggression is fragmented and reactive, providing limited guidance on proactive, systemic prevention. To address these gaps, the study proposes a Multi-Actor Prevention Framework integrating primary, secondary, and tertiary prevention across perpetrators, targets, and bystanders. Embedding such an approach into UK policy and practice could strengthen coherence, enhance prevention, and promote safer, fairer, and more inclusive workplaces.

## **S22**

### **Looking over the Fence: How Workplace Resources Trickle Down Across Organizational Levels to Prevent Mistreatment at Work**

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*Background:* While extensive research has focused on workplace stressors that give rise to mistreatment, far less attention has been directed toward the other side of the equation - the resources within the work environment that serve as protective factors. Such insight is nevertheless of great importance as resources may directly prevent mistreatment from emerging or escalating. Moreover, existing studies on resources have typically examined them in isolation, focusing on one or a few resources at a given contextual level (e.g., individual, job, team, organizational) as if they operate independently. This compartmentalized approach overlooks the interconnected and systemic nature of interpersonal mistreatment. More specifically, Conservation of Resources (COR) theory (Hobfoll, 1989, 2018) posits that resources cluster and reinforce one another in ‘resource caravans’ shaped by the broader organizational context. COR further highlights the role of ‘resource passageways,’ the ecological conditions through which resources flow and sustain each other across levels. Lower-level resources thus reflect the higher-level organizational culture and structures that enable their development and persistence. Despite this theoretical foundation, little empirical research has explored how mistreatment-related resources interact across individual, team, and organizational levels. Drawing on in-depth interviews with occupational health experts, this study moves beyond level-specific approaches to examine how resources interconnect/trickle down across different levels of the organization to prevent and de-escalate workplace mistreatment.

*Method:* We conducted a qualitative study involving 27 Belgian occupational health experts, appointed confidential advisors, and HR/union points of contact. Through semi-structured interviews done between February and April 2024, participants reflected on real-life cases of workplace mistreatment. Using a case-based approach, we mapped how resources were present and interacted across organizational levels to influence the prevention or de-escalation of mistreatment. Abductive thematic analysis (Kennedy & Thornberg, 2018) guided our coding process, beginning with open coding of distinct resources, followed by thematic grouping and the coding of cross-level relationship between them.

*Results:* The analysis identified nine key categories of resources spanning six contextual levels (person, job, dual, team, leadership, and organization) that experts viewed as levers for preventing the escalation of mistreatment. These include proactive communication skills, role clarity, recognition of boundaries, aligned team operations, psychological safety, managerial role behaviour, people management skills, effective HR practices, and clear anti-mistreatment policies. Currently, we are in the final process of in-depth analyzing the coded cross-level relationships among these resources, drawing on the COR's concepts of resource caravans and resource passageways, in order to map the trickle-down dynamics through which resources work to be (un)effective.

*Conclusion:* During the symposium, we will present our resource framework and cross-level findings. We will highlight several novel resources not yet addressed in existing literature and identify distinct categories of pathways through which upper-level resources influence lower-level dynamics. These insights offer both theoretical contributions and practical implications, enabling future intervention developers to target specific resource configurations and leverage trickle-down effects for more effective mistreatment prevention strategies.

## **S23**

### **Evidence From the Field: A Mixed Methods Evaluation of Body-Worn Cameras and Incidents of Mistreatment Against Traffic Enforcement Officers**

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*Background:* Body-worn cameras (BWC) are becoming increasingly common in frontline retail and service roles, in part due to greater awareness of customer mistreatment. However, the efficacy of such methods has rarely been examined beyond police and healthcare contexts. This paper presents co-produced research with one of the UK's largest civil enforcement companies and aims to evaluate the effectiveness of BWC among civil enforcement officers, i.e., parking/traffic wardens, and to understand their experiences wearing BWC when interacting with the public.

*Method:* We adopted a sequential mixed methods project in which findings from a secondary incident database informed the research questions of an ongoing primary qualitative interview study.

First, we examined secondary data of 347 mistreatment incidents in two major English cities (one with established BWC use and one with no BWC use). Quantitative analyses helped to uncover the prevalence and characteristics of the mistreatment, while qualitative thematic analysis elucidated the nature of the mistreatment incidents, such as when they took place, longer term outcomes, and officers' experiences. Next, we are conducting interviews with officers in two English cities. Questions build upon findings that have arisen from analysing the incident database. We aim to recruit up to 40 officers for individual interviews.

*Results:* Analyses of the incident database indicated that officers experienced similar levels of mistreatment regardless of BWC use. However, when comparing the nature of incidents, we found that BWC use was associated with greater levels of physical mistreatment, including aggression *targeted towards* the camera equipment. Qualitative analyses of incident reports also suggest that the presence of BWC may have exacerbated or provoked violence. These findings led us to develop interview questions to understand officers' attitudes towards BWC, their perception of BWC's effectiveness, and whether BWC influence their subjective well-being and perceived safety. Results will be shared at the time of the conference.

*Conclusion:* Our research has thus far produced a nuanced picture of BWCs' effectiveness. While BWC can indeed provide evidence of mistreatment to assist with investigations, workers attribute certain acts of mistreatment as being triggered by BWC. Workers recognise that BWC may be a source of provocation. These findings are interesting and counter some industry experts who argue that, at the very least, BWCs provide a feeling of safety for workers. Our ongoing research highlights the need for BWC use to be evaluated, especially as many companies are adopting these technologies in response to increased customer mistreatment.

## S24

### **Why Reporting Fails: A Review and Barrier Model of Organizational Responses to Sexual Harassment Claims**

Ivana Vranjes

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*Background:* Although organizations increasingly encourage employees to speak up against workplace sexual harassment, doing so rarely guarantees resolution. Instead, reporting often exposes targets to retaliation, disbelief, and emotional harm. Despite the global #metoo movement's emphasis on speaking out, systematic understanding of the actual outcomes of reporting and the conditions shaping organizational responses remains limited. This paper reviews empirical evidence on reporting outcomes and develops a multi-layered model explaining why constructive organizational responses to sexual harassment claims so often fail.

*Method:* A systematic review was conducted of 64 empirical studies published between 2017 and February 2025 across psychology, management, law, and health disciplines. The studies, identified via PsycINFO, Business Source Premier, and Web of Science, investigated organizational and coworker reactions to formal and informal speaking-up behaviours following workplace sexual harassment. Data were coded for response type (constructive vs. destructive) and for factors influencing these reactions. Guided by Affective Events Theory and Social Information Processing Theory, the findings were synthesized into a Barrier Model illustrating the multilevel obstacles to constructive organizational responses.

*Results:* Destructive responses, ranging from inaction, minimization, and disbelief to retaliation and institutional betrayal, predominated across contexts. Ninety-seven percent of studies reported some form of destructive response, while fewer than 1% documented exclusively positive outcomes. Constructive reactions (e.g., colleague support, managerial intervention) were rare and often coexisted with negative treatment of reporters. The analysis revealed five interlocking barriers that suppress constructive responses: (1) phenomenological barriers, including the hidden and ambiguous nature of harassment; (2) individual-level cognitive biases and bounded rationality; (3) social barriers related to network power and conformity; (4) organizational barriers stemming from bureaucratic self-protection and weak accountability systems; and (5) industry and societal barriers reflecting gender norms, precarious employment, and tolerance of misconduct. Together, these barriers foster systemic inaction, enabling harassment to persist.

*Conclusion:* Speaking up about sexual harassment remains a perilous endeavour that often triggers further harm rather than redress. The proposed Barrier Model clarifies how psychological, structural, and cultural mechanisms interact to impede justice. However, these barriers are not immutable: empathy-building, improved decision-making processes, distributed leadership structures, strong accountability systems, and societal norm change can help dismantle them. The paper highlights the urgent need for multi-level interventions, spanning individual awareness, organizational reform, and policy enforcement, to ensure that reporting mechanisms serve accountability rather than organizational self-preservation.

## **S25**

### **Bystander Intervention in the Workplace: The Influence of Psychological Distance and Power in Sexual Harassment**

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Workplace sexual misconduct affects 2.9 million UK women annually, costing £2.7 billion in GDP losses and £37,607 average tribunal awards. Despite this scale, bystander intervention studies largely examine educational rather than employment settings. The UK Worker Protection Act 2024 requires evidence-based prevention, yet employers lack tested interventions. Further, such interventions are required to tackle not only instances such as sexual assault, rape, and sexually pressured exchanges, but also continued exposure to 'less severe' but more frequently encountered forms of sexual harassment (i.e., sexual comments and jokes, unwelcome attention / looks etc) which can be just as psychologically damaging. Motivating bystanders to intervene when witnessing such acts is one pathway to combating workplace sexual misconduct. Bystanders are individuals that observe an incident but are neither the victim nor the perpetrator. Bystanders that do intervene to prevent sexual misconduct can signal to perpetrators that their behaviour is unacceptable, and downstream, help shape organizational culture, shifting perception of accepted behaviour. Existing work has identified several barriers to bystander intervention, including, for example, a lack of personal connection to the victim, potential negative personal risk, and ambiguity surrounding identification. Yet, empirical evidence informing causal mechanisms that promote bystander interventions in the face of these barriers is lacking. We aim to fill this gap, experimentally examining (1) how manipulating psychological distance (i.e., feeling close vs distant) from the victim, and (2) perpetrator seniority (manager vs peer) could influence bystanders' willingness to intervene when witnessing a case of sexual harassment in the workplace. Importantly, we assess different formats of intervention that involve different levels of bystander immediacy (i.e., acting in the moment of the misconduct vs after) and involvement (i.e., direct vs indirect confrontation). Participants will be randomly assigned to one of four conditions, first being made to feel psychologically close (i.e., considering the victim as a family member) or distant (i.e., a stranger) from the victim. We do this by utilising a novel AI approach to make the victim have a resemblance to a family member (or not). Following this, participants will read about the harassment being conducted by either manager vs peer. The ultimate goal of this work is to investigate an understudied psychological mechanism that could help / hinder bystander intervention, while also informing the role of perpetrator seniority on different kinds of intervention intentions. It is hoped findings can be used to empirically inform future training materials and intervention strategies geared towards reducing workplace sexual misconduct. The collected data will be analyzed using a between subjects' two-way ANOVA, with results currently pending data collection.

## **Symposium 6: Educational Staff Well-being: Insights from the Finnish Principals and Teacher Barometers**

Chairs: Leon De Beer, Katja Upadyaya

Educational staffs' well-being has become a pressing concern across educational systems worldwide, as increasing administrative demands, accountability pressures, and societal expectations intensify the risk of stress and burnout among educators and school leaders. This symposium brings together five empirical studies grounded in the Job Demands-Resources (JD-R) framework and related perspectives to advance understanding of the antecedents, mechanisms, and contextual factors shaping the occupational well-being of school principals and teachers in Finland. Drawing on nationally representative data from Finnish principal and teacher barometers, this session integrates psychological, social, and physiological dimensions of well-being to provide a holistic view of occupational lives of educators.

The session will open with Upadyaya's introduction, providing an overview of the Finnish Educational system, the datasets, and their contribution to international well-being research. Following the background introduction, the first individual paper by Fang examines principal-specific social and role-related factors' influence on job burnout and satisfaction, unfolding the unique and paradoxical role of school community in school leaders' well-being. The second individual paper by Ferber explores school well-being amid under-actualized professional goals, highlighting how discrepancies between principals' intrinsic aspirations and their lived work experiences can undermine well-being and sustainable leadership. The third paper by Toyama extends this line of inquiry by integrating physiological data, examining the links between job crafting and heart rate variability to reveal how self-initiated work strategies regulate stress at the biological level. Broadening the educational context beyond the school leaders, the fourth paper by Mäkinen examines how area-level contexts shape the perceived job demands, resources, and overall occupational well-being of both school principals and teachers. Finally, Heinimäki presents a statistically driven qualitative analysis of principals' and teachers' open-ended responses to factors that most positively influence their occupational well-being, revealing a comprehensive view of both shared and unique aspects of thriving in the educational contexts.

Together, these studies, using both quantitative and qualitative methods, unfold the multifaceted nature of educators' well-being, from social and psychological mechanisms to physiological regulation and contextual variation. The symposium concludes with reflections by discussant, De Beer, who will situate the findings within broader international well-being research and discuss their implications for promoting sustainable working conditions beyond education contexts.

### **S26**

#### **School Principals' Job Burnout and Job Satisfaction in Finland: The Impact of Work-Family Conflict, Role Conflict, Sense of Community, and Gender**

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*Background:* School principals play a pivotal role in shaping the quality of education, yet their multifaceted roles and responsibilities often expose them to excessive job-related stress without corresponding growth in support. This mismatch has led to job burnout. Despite experiencing higher burnout than the general population, however, principals also report greater job satisfaction. Relational factors, such as a sense of community, have been suggested to simultaneously alleviate and exacerbate job-related stress. Employing the job demands-resources (JD-R) model, the present study thus investigates the impacts of role-related factors (role conflict, work-family conflict) and the potential paradoxical role of sense of community upon principals' well-being, while taking account of possible gender differences.

*Method:* The current study used Finnish data from The Principals and Teachers Barometer. The data were collected in 2022 (N = 668, Mean age = 52, 61.7% female). Two sets of structural equation models (SEM) were carried out. In the first set of SEMs (M1), main effects of work–family conflict, role conflict, and sense of community on job burnout (bi-factor) or job satisfaction were examined; latent interactions between sense of community and work–family and role conflict were estimated. In the second set of SEMs (M2), in addition to the main effects investigated in M1, effects of gender on work–family conflict, role conflict, and sense of community were examined; direct and indirect effects from gender to job burnout and job satisfaction via work–family conflict, role conflict, and sense of community were examined.

*Results:* Results from M1 showed that work–family conflict and role conflict were both associated with lower job satisfaction and higher global job burnout. Sense of community was associated with higher job satisfaction and lower global job burnout; it was also associated with a higher level of specific exhaustion. However, sense of community did not buffer the effect of work–family conflict or role conflict on global job burnout or satisfaction. Results from M2 showed that female school principals reported more severe work–family conflict, but a lower level of global job burnout and higher job satisfaction. In addition, female principals reported being more likely to experience a higher level of global job burnout, a lower level of job satisfaction, and a higher level of specific exhaustion via more severe work–family conflict.

*Conclusion:* Current findings suggest that while work–family conflict and role conflict functioned as job demands, sense of community emerged both as a job resource and an emotional demand for principals. Connectedness to the school community can be a double-edged sword that both socially supports principals and emotionally drains them. The “reversed” gender gaps in well-being further demonstrate the importance of paying attention to job characteristics of principals. Notably, instead of gender differences, more gender similarities were found in the current study. These gender similarities suggest that progressive labour policies and gender-role attitudes can have a positive influence on gender equality in workplaces. Nevertheless, female principals reported more work–family conflict. This underscores the continued influence of gender roles and social norms in occupational well-being, even in a progressive country like Finland.

## S27

### **School Principals’ Well-Being Amid Unfulfilled Professional Goals: Promoting Sustainable Working Conditions**

Kelly Ferber, Katja Upadyaya

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*Background:* This research examines what happens when the reasons school principals entered the profession do not match the everyday experience of their job and the implications for their well-being. Although existing frameworks such as the Job Demands-Resources model (Demerouti et al., 2001) have helped identify risk factors for occupational stress and burnout—such as high workloads and insufficient support—they often fall short in explaining the psychological processes and explaining why these demands are so detrimental (Marsh et al., 2022; Toyama et al., 2023; Trépanier et al., 2015). An unexplored area is investigating the reasons principals enter the profession. Individuals are often drawn to helping professions because of their deeply held intrinsic aspirations, such as contributing to the community, building meaningful relationships, and pursuing personal growth. Intrinsic goals have been consistently linked to greater well-being, yet no research has investigated what happens when principals’ intrinsic reasons for entering the profession go under-actualized. This study investigates the role aspirations of Finnish school principals, identifies which are under-actualized, and examines how such discrepancies relate to their occupational well-being.

*Method:* The data were drawn from the national Rehtori Barometer survey of Finnish Principals. In 2024, in our qualitative interviews with Finnish Principals we asked about the reasons they first entered the profession. Responses from 27 Finnish school principals revealed a strong emphasis on intrinsic goals, such as supporting student development, making a meaningful difference, shaping the direction of their school, pursuing personal interests, and engaging in professional growth. This process led to the adaptation of an existing scale—originally developed for teachers in the Teaching and Learning International Survey—to suit the principal context. We expanded the measure by incorporating additional items that reflect the reasons provided by the Finnish principals we survey in our qualitative findings. In 2025, we surveyed approximately 500 principals using this scale and a range of well-being scales and examined associations between key variables, using a range of methods such as bivariate correlations and linear regressions.

*Results:* The first preliminary analyses revealed that the most prominent reasons for entering the profession included to do work they find interesting, to have greater autonomy to impact their school, and to influence the development of their students. The next steps involve exploring the links with these different reasons for entering the profession and the extent that they are actualized with outcomes of well-being.

*Conclusion:* These findings provide important insight into the values and basic psychological needs of principals, offering a more nuanced and human-centred understanding of how occupational goals impact well-being.

## **S28**

### **Job Crafting and the Daily Trajectory of Heart Rate Variability Across Workdays Among Finnish School Principals**

Hiroyuki Toyama, Lauri Hietajärvi, Visajaani Salonen, Sanna-Mari Muta, Olli-Pekka Heinimäki, Katja Upadyaya, Katariina Salmela-Aro, Minna Huotilainen  
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*Background:* Healthy school principals are vital for educational quality and sustainable development, yet they face increasing work intensification and complex demands with limited resources. Job crafting—an employee-driven, bottom-up approach to job design—has emerged as a promising strategy for addressing these challenges. Prior studies suggest that approach-oriented crafting, such as increasing structural job resources (ISJR), increasing social job resources (ISOJR), and increasing challenging job demands (ICJD), tends to foster occupational well-being, whereas avoidance-oriented crafting, such as decreasing hindering job demands (DHJD), is associated with adverse well-being outcomes. However, it remains largely unclear how these different crafting strategies are linked to underlying physiological processes. Only recently have researchers begun examining job crafting in relation to physiological stress regulation, underscoring the need to move beyond self-reports to understand how crafting “gets under the skin.” Against this backdrop, the present study investigated how distinct forms of job crafting relate to daily trajectories of heart rate variability (HRV) - a key indicator of autonomic stress regulation and flexibility - among school principals.

*Method:* Job crafting was measured once using the Job Crafting Scale. Participants’ HRV was monitored continuously across four consecutive workdays using the Firstbeat BodyGuard 2. We focused on low-frequency power and high-frequency power as indicators of sympathetic and parasympathetic activity, respectively. A Generalized Additive Model (GAM) was used to examine associations between job crafting and daily HRV profiles. Analyses were conducted in R using the mgcv package.

*Results:* Across all job crafting dimensions, smooth interactions with time of day were significant ( $p < .001$ ), indicating distinct daily HF and LF profiles. Higher ISJR, ISOJR, and ICJD were associated with a more dynamic HF pattern, characterized by lower HF during work hours and higher HF after work, whereas DHJD showed a blunted pattern marked by slightly higher HF during work and lower HF afterward. ISOJR and ICJD were linked to higher LF from the work period into the evening and lower LF late at night. ISJR and DHJD were associated with consistently lower and higher LF across the day, respectively.

*Conclusion:* The present findings suggest that different forms of job crafting are embedded in qualitatively distinct daily stress–recovery dynamics. Approach-oriented crafting (ISJR, ISOJR, and ICJD), previously linked to better well-being, was associated with healthier HRV patterns that align with an adaptive cycle in which employees deliberately invest effort and tolerate stress by day and then physiologically “reset” at night, preserving the capacity to re-engage the next day. In contrast, avoidance-oriented crafting (DHJD), previously associated with poorer well-being, was linked to sustained sympathetic activation alongside blunted off-job vagal recovery. This pattern implies that minimizing exposure to hindering demands may leave the organism in a persistently upregulated sympathetic state that erodes physiological resilience over time.

## S29

### **Area Socioeconomic Context and Educators’ Job Demands, Resources, and Occupational Well-being**

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Research interest in teachers’ occupational well-being has grown considerably in recent years (Dreer, 2023), whereas the occupational well-being of school principals has received less attention (Beusaert, et al., 2023). This growing attention in educators’ occupational well-being is well justified as it is key element not only for schools but also for whole society (Hascher & Waber, 2021). However, less is known about how area level context shape educators’ perceived job demands and resources, and occupational well-being. From a broader perspective, area level factors may act as contextual demands and resources shaping educators’ experiences of work. The aim of the study is to cover this research gap by answering three different research questions: 1) Are there distinct latent profiles of area socioeconomic differences among Finnish postal code areas and what are the characteristics of these profiles, 2) How do teachers’ and school principals’ perceived job demands (competence frustration, work pace), job resources (competence satisfaction, recognition), and occupational well-being (burnout, work engagement) differ between identified latent profiles, and 3) Does it differ how educators’ job demands and resources are associated with occupational well-being between identified latent profiles?

The data of Finnish Principal and Teacher Barometers were collected in spring and fall 2024 for teachers and spring 2024 for school principals. Register data considering area socioeconomic indicators were collected in 2023. Latent profile analysis (LPA) was conducted by using the area socioeconomic demands and resources indexes which were modelled using Z-scores. Descriptive variables of area socioeconomic context were Z-scaled before LPA (RQ1). Multigroup Confirmatory Analysis was employed to compare latent means of job demands and resources, and occupational well-being between profiles (RQ2). Finally, Multigroup Structural Equation Modelling was employed to examine how job demands and resources are associated with occupational well-being between groups (RQ3). All analyses were conducted in R.

Preliminary results identify six distinct area socioeconomic latent profiles in Finland. Profiles differ between each other in area demands and resources or in descriptive variables. Results also shows that there are differences in latent means between profiles, which indicates that context matters how job demands and resources, and occupational well-being are perceived among educators. However, there are no differences how job demands, and resources are associated with occupational well-being between profiles. This finding suggests J-DR theory holds regardless of area socioeconomic context.

This study contributes to Job Demands-Resources research by widening perspective to contextual point of view. The findings indicates that associations between job demands and resources, and occupational well-being are relatively universal. However, regional disparity and area level differences reflects how educators perceive job demands and resources, which highlights the need to allocate resources and support to areas which needs it most, and consider regional inequalities when developing policies to support teachers' and school principals' occupational well-being. In the future, longitudinal and multilevel approaches are needed to expand and broaden the understanding of area level factors on educators occupational well-being.

### **S30**

#### **Factors Promoting Occupational Well-being: Teachers' and Principals' Views**

Olli-Pekka Heinimäki, Lauri Hietajärvi, Katja Upadyaya, Mailis Elomaa, Hiroyuki Toyama, Kelly Ferber, Sanna-Mari Muta, Minna Huotilainen  
University of Helsinki, Helsinki, Finland

*Background:* Teachers and principals occupy key positions in the school ecosystem. While teachers directly influence the learning and development of future generations, principals shape the school's culture and create the conditions for teachers' sustainable work. Successful fulfilment of these demanding and socially critical roles requires that both groups are in good physiological and psychological health. Against this backdrop, recent reports on the increasing strain on teachers and principals are concerning. For example, growing job demands such as diversified work content, more heterogeneous student populations, and constant adaptation to new technologies and expectations - are currently posing significant challenges to well-being. To this end, this study aims to identify the factors that enhance teachers' and principals' occupational well-being and coping.

*Method:* The data were drawn from national surveys of Finnish teachers and principals collected in spring 2025. At the end of each survey, respondents were invited to describe, in an open-ended question, the factor that had most positively influenced their occupational well-being. The concept of occupational well-being was intentionally left undefined, as the aim was to capture teachers' and principals' own conceptions rather than constrain their answers with a priori conceptual boundaries. Altogether, around 1200 teachers and 300 principals provided rich qualitative responses. Given the breadth of this material, a statistically driven content analysis was applied using Structural Topic Modelling (STM) in R. STM was selected because it allows data-driven identification of latent themes in open-ended responses and the inclusion of covariates, enabling statistical tests of whether topic prevalence varies across groups (e.g., teachers vs. principals, gender, or work experience).

*Results:* The first preliminary analyses revealed several distinct and meaningful topics, including supportive work community, work-life balance, students' success and growth, and physical exercise. The next steps involve refining the model and examining covariate effects. Additionally, each theme with representative quotations will be used to illustrate the results in the conference presentation.

*Conclusion:* The study provides new insights into the factors that teachers and principals themselves view as crucial for their occupational well-being. From a practical perspective, the findings highlight key resources—aligned with the Job Demands–Resources (JD-R) framework—that interventions and other support systems should aim to strengthen in the future. In addition, the results inform the development of future well-being surveys and data collections among teachers and principals.

### **Symposium 7: Navigating Moral Distress: Cross-national and Cross-professional Approaches to Assessment and Action**

Chair: Amy S. He

Moral distress occurs when a professional knows the ethically appropriate action but is unable to take it due to constraints in their everyday work, thereby compromising professional integrity. While primarily studied in nursing and increasingly in social welfare, moral distress is rooted in multiple levels of constraint and encompasses feelings of complicity, powerlessness to effect change, and violations of professional values. Moral distress contributes to physical illness, reduced job performance, and increased turnover.

This symposium examines the concept of moral distress in psychosocial work environments, with a focus on theory, measurement, and lived experiences across various occupational contexts. Drawing on interdisciplinary and international research from social work, nursing, medicine, and occupational health, the session examines how moral distress manifests, how it can be measured, and how professionals cope with its effects.

Papers in this session include: 1) validation of a moral distress measure for U.S. child welfare social welfare caseworkers; 2) adaptation of a moral distress scale for Swedish maternity and neonatal healthcare settings; 3) theoretical development of “moral boundary management” among international primary care physicians; 4) strategies used by Swedish birth unit professionals to manage morally distressful situations; 5) triggers of moral distress among healthcare social workers and chaplains and relevant intervention strategies.

Together, these studies provide a comparative and contextual perspective on the psychosocial stressors that contribute to moral distress, highlighting approaches to assessment, theory development, and intervention. The symposium advances occupational health psychology by addressing how moral distress affects workers’ mental health and well-being, as well as organizational functioning, and proposes strategies for prevention and support.

#### **S31**

#### **Validating the Measure of Moral Distress for U.S. Child Welfare (MMD-CW): An Exploratory and Confirmatory Factor Analysis**

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*Background:* U.S. child welfare caseworkers handle about 620,000 child abuse and neglect cases annually. This demanding work contributes to poor mental health, including burnout and secondary traumatic stress. Despite these challenges, caseworkers enter and stay in the profession out of a desire to help children and families. However, when faced with constraints that hinder service and conflict with their values, this can cause moral distress. Addressing a child welfare-specific measurement gap, we developed the Measure of Moral Distress for Child Welfare (MMD-CW; adapted from the Measure of Moral Distress for Healthcare Professionals). This study addresses the first step toward validating the MMD-CW through factor analysis, measurement invariance testing, and reliability testing.

*Method:* Worker data come from four child welfare agencies where the MMD-CW was piloted in 2022 (N = 1452). The 13-item MMD-CW assesses child welfare unit- and systems-level root causes of moral distress (5-point scale; asking how frequently each morally distressing situation occurs in their workplace and how distressing it is). The frequency score is multiplied by the distress score to create an item composite score (range: 0–208; higher scores indicate higher levels of moral distress). Data analysis followed van Zyl and ten Klooster (2022) to identify the best factor structure of the MMD-CW. Four models (CFA, ESEM, bifactor CFA, and bifactor ESEM) were tested using Mplus 8 with MLR estimation. Model fit was evaluated via chi-square test, CFI, TLI, RMSEA, AIC, and BIC. Bifactor ESEM was selected and further assessed using bifactor indices. Measurement invariance across racial groups was tested sequentially (configural to residual). Differences in CFI, TLI, and RMSEA across nested models were assessed to evaluate measurement invariance.

*Results:* The bifactor ESEM provided the best model fit ( $\chi^2(33) = 88.53, p < .001, CFI = .988, TLI = .977, RMSEA = .034$ ). One item was removed due to low loading and high cross-loading. The final 12-item model comprised a general moral distress factor and two specific factors: system-level (7 items) and team-level (5 items) moral distress, allowing cross-loadings between items and two specific factors. Reliability was excellent for all factors ( $\omega = .85-.91$ ). Omega hierarchical subscale values exceeded .25, supporting the dimensional uniqueness of the two specific factors. Partial residual measurement invariance was achieved for racial group comparisons ( $\chi^2(139) = 368.92, p < .001, CFI = .959, TLI = .949, RMSEA = .048$ ). Non-White workers reported lower system-level moral distress (M = 6.78, SD = 5.28) (M = 7.41, SD = 4.85), but higher team-level moral distress than White workers (M = 4.73, SD = 5.26 vs. M = 4.06, SD = 4.58).

*Conclusion:* Findings support a bifactor ESEM model that measures the overall moral distress factor, along with two specific factors reflecting the system- and team-level sources of moral distress. However, the scale was found to be more robust for measuring overall distress than specific factors of moral distress. Future studies should refine assessments at the system, organizational, and team levels to improve conceptual clarity and measurement precision, and explore how child welfare policy and organizational contexts shape distress experiences. The scale also demonstrates measurement invariance. Future research is warranted to examine why perceptions of moral distress differ across racial groups.

### S32

#### **Quantitative Measurements of Moral Distress in the Swedish Maternal and Neonatal Healthcare – Validation and Development of a Criterion-Based Index**

Magnus Akerstrom<sup>1,2</sup>, Karolina Linden<sup>2</sup>, Emina Hadžibajramović<sup>1,2</sup>

<sup>1</sup>Institute of Stress Medicine, Region Västra Götaland, Gothenburg, Sweden. <sup>2</sup>University of Gothenburg, Gothenburg, Sweden

*Background:* Moral distress is increasingly recognised as an emerging challenge within Swedish maternal and neonatal healthcare (MNHC). However, the lack of methods for quantifying moral distress limits the ability to address this issue in practice. The aims of this study were to investigate the content and face validity of an adapted MNHC version of the Moral Distress Scale-Revised (MDS-R), develop a global criterion-based index for high moral distress, and evaluate MDS-R in relation to job satisfaction, stress, burnout complaints and turnover intentions as an aspect of construct validity.

*Method:* The adaptation of the MDS-R to the MNHC context was based on the Swedish paediatric version of the scale, which had previously been translated, culturally adapted, and validated. This resulted in an MNHC-adapted version containing 10 items. Content and face

validity were assessed through expert evaluations (n = 10) and qualitative deductive content analysis of cognitive interviews with experienced professionals (n = 5) in the field. A criterion-based approach was used to develop a global index for high moral distress. Construct validity was assessed by examining differences in job satisfaction, stress, burnout complaints, and turnover intentions between individuals with and without high moral distress, using chi-square and Kruskal-Wallis tests on survey data from Swedish MNHC workers (n = 951) in the longitudinal COPE Staff cohort.

**Results:** The results showed high content and face validity. The 10 items represented the full domain of moral distress and were considered sufficient for capturing morally distressing situations; no additional situations were suggested. The developed global criterion-based index combined both the frequency and intensity of the 10 items and identified high moral distress in 28% of respondents. The proportion of high moral distress was significantly higher ( $p < 0.001$ ) among midwives (33%) and registered nurses (31%) compared to physicians (22%) and assistant nurses (21%). Construct validity was high: high moral distress was associated with increased levels of stress, burnout complaints, and turnover intentions, and decreased levels of job satisfaction (all  $p < 0.001$ ). Among respondents with high moral distress, 21% reported severe burnout complaints, compared to 7% among those without. Similarly, 32% of those with high moral distress reported always or often having turnover intentions, compared to 14% among those without.

**Conclusion:** The findings suggest that this adapted version of the MDS-R questionnaire has the potential to be used as a tool for systematically identifying individuals at risk of moral distress and for increasing understanding of how its adverse effects on employee health and patient safety may be prevented within Swedish MNHC. The study further supports the link between high moral distress and negative outcomes such as reduced job satisfaction, increased stress, burnout complaints, and intention to leave, highlighting the urgent need to address moral distress within MNHC.

### S33

#### **Coping with Moral Distress in Primary Care Medicine: How Doctors Use Moral Boundary Management Approaches**

James Greenslade-Yeats<sup>1</sup>, [Tago Mharapara](#)<sup>1</sup>, Emma Brulin<sup>2</sup>, Åsa Tjulin<sup>3</sup>, Bodil Landstad<sup>3</sup>, Lydia Easter<sup>1</sup>

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**Background:** A growing body of literature shows moral distress is increasingly prevalent across healthcare professions, including primary care medicine (Čartolovni et al., 2021; Dean et al., 2019, 2024; Molinaro et al., 2023; Rabin et al., 2023; Talbot & Dean, 2018). Our research uses qualitative methods to develop a grounded theoretical understanding of how primary care doctors experience and cope with moral distress in their daily work.

**Method:** The data for our theorisation come from a cross-national research project that initially focused on meaningful and meaningless work among primary care doctors in three countries: New Zealand (NZ), the United States (US), and Sweden. We conducted semi-structured interviews with a total of 68 doctors (NZ=26; US=24; Sweden=18). Interviews lasted an average of one hour and were digitally recorded and transcribed. We have thus far thematically analyzed interview data from all doctors in the US and NZ, following the template approach of King (2012); we will have finished analysing Swedish data by the time of next year's conference. Preliminary results, therefore, are based on NZ and US data and may be updated based on themes in Swedish data.

*Results:* We found that moral distress was a common experience among primary care doctors in both NZ (known as general practitioners or GPs) and in the US (known as family physicians). Most commonly, moral distress was triggered by doctors' powerlessness to overcome cost-related hurdles to patient care. Our initial analysis suggests doctors cope with moral distress through what we call "moral boundary management approaches," whereby they (re)position their personal moral responsibilities in relation to their roles in the healthcare system. We identified three main approaches, as summarised. *Moral self-differentiation:* Doctors view themselves as moral actors in an immoral system and "prove" this by going above and beyond for patients. Our data suggest this often becomes unsustainable over long periods, leading to burnout. *Moral dissociation:* Doctors "morally zone out" when they cannot provide appropriate care due to cost constraints beyond their control, blaming the system rather than themselves. We found this strategy often develops over the course of longer careers, and due to the perceived futility of *moral-self differentiation*. *Clinical moral dissociation combined with non-clinical moral self-investment:* Doctors "morally dissociate" from their clinical roles (when unable to provide appropriate care) but simultaneously pursue moral imperatives in non-clinical roles as systemic change agents. We found that this approach was most common among doctors with established careers and a relatively high degree of control over their time, due to the absence of financial pressures.

*Conclusion:* Our research offers valuable insights into how doctors cope with moral distress at an individual level. However, it also emphasises that individual-level coping strategies are inherently related to a systemic context—for example, some doctors combine clinical moral dissociation with non-clinical work to address underlying issues. As such, our work demonstrates the importance of combining individual and systemic initiatives to address moral distress.

### S34

#### **Understanding Moral Distress in Birth Unit Settings Through a Deductive Content Analysis Based on the Theory of Collective Capacity for Emotionally Charged Work**

Patricia Ernst<sup>1</sup>, Magnus Akerstrom<sup>1,2</sup>, Sofie Østergaard Jaspers<sup>3</sup>, Sara Wienke Christiansen<sup>3</sup>, Emma Dybdal Andersen<sup>3</sup>, Marta Roczniowska<sup>4,5</sup>, Karolina Linden<sup>1</sup>

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<sup>4</sup>Karolinska Institutet, Stockholm, Sweden. <sup>5</sup>SWPS University, Sopot, Poland

*Background:* Moral distress among birth unit healthcare workers undermines both patient care and staff well-being. Understanding how moral distress evolves and employees' strategies for managing morally challenging situations is essential for developing preventive strategies.

*Objectives:* This study explores personal and organizational strategies used by healthcare professionals in birth units to manage morally challenging situations. A deductive approach was applied, drawing on the "Theory of Collective Capacity for Emotionally Charged Work" to assess how organizational and workplace factors influence their experience of moral distress.

*Method:* Twenty individual semi-structured interviews were conducted with healthcare professionals working in birth units at seven hospitals across Sweden, ranging from the far north to the southern regions. Participants were recruited from two university and five non-university hospitals and included midwives (n = 10), physicians (n = 6), and assistant nurses (n = 4) with varying levels of experience (1.5 to 38 years). The interview guide was structured according to the "Theory of Collective Capacity for Emotionally Charged Work," which also served as the analytical framework for exploring the strategies employed by healthcare professionals to manage morally challenging situations. A deductive content analysis was used, guided by this theory.

*Results:* Participants described ways of managing morally challenging situations that relied on supportive organizational and interpersonal conditions. The analysis showed that all elements of the original theoretical framework were reflected in the data, but that the theory required adaptation to the context of moral distress. However, strategies such as creating space for emotional recovery, building collegiality, and seeking confirmation were mainly described at the individual level, while support from leadership, which is a central element in the original theory, was largely absent in participants' accounts. In addition to the conditions outlined in the original theory, including quality of the task resolution, influence on the task resolution, and organizational resources such as time and compensation, the findings highlighted the importance of stable personal resources and long-term adaptation. When these factors were present, participants felt better equipped to handle morally challenging situations, supporting their well-being and contributing to patient safety and quality of care.

*Conclusion:* The findings highlight that healthcare professionals in Swedish birth units mainly rely on individual strategies to manage morally challenging situations, while organizational support and structural resources were less evident. This suggests that moral distress should be understood not only as an individual concern but as a work environment issue shaped by organizational conditions and resource availability. The "Theory of Collective Capacity for Emotionally Charged Work" can be applied to understand moral distress in Swedish birth unit settings but requires contextual refinement. The added components of personal resources and long-term adaptation capture the unique emotional, organizational, and relational dynamics of these settings and thereby offer a more contextually grounded understanding of how healthcare professionals experience and manage moral distress, with implications for staff well-being and patient safety.

### **S35**

#### **Building Courageous Systems: Identifying and Repairing the Occupational Harms of Moral Distress in Allied Health Workers**

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*Background:* Research has demonstrated that encounters of moral distress across health systems result in longstanding emotional, psychological, and occupational consequences for multidisciplinary care teams. In 2022, the U.S. Office of the Surgeon General identified burnout as a major public health challenge. Excessive workloads, administrative burdens, and limited organizational support are indicative of heightened negative sequelae resulting from morally distressing encounters. Yet, extant scholarship on moral distress in healthcare has predominantly focused only on experiences of physicians, nurses, and other direct care providers. The perspectives of allied health professionals are critical to foster psychological safety and create opportunities for shared language and understanding. The aims of the current study were to: (1) identify triggers of moral distress among healthcare social workers and chaplains; and (2) inform multilevel practices and policies to enhance moral resilience and institutional courage.

*Method:* Health care social workers (n=75) and chaplains (n=36) across the state of Texas were recruited by flyers disseminated via listserv emails, social media, and word-of-mouth; participants were identified using purposive sampling and chain referral methods. In-depth individual interviews (60-90 minutes) were conducted with participants to examine how moral distress arises across frontline care delivery, local health care organizations, and the healthcare industry. Through directed content analysis, deductive analyses were conducted using predetermined codes from the National Academy of Medicine's (NAM) National Plan for

Health Workforce Well-Being. Transcripts were divided equally between members of the research team. Initial coding was conducted to identify emerging themes. Transcripts were then analyzed multiple times to reach consensus and new sub-themes were inductively coded after initial analysis. Rigor was attained through peer-debriefing, data triangulation, and frequent research team meetings. IRB approval was granted by the home university and all participants provided informed consent.

*Results:* Findings demonstrate that triggers of moral distress arise from: (1) clinical care decisions, including rushed and delayed assessments, complicity in inadequate care plans, and patient autonomy; (2) clinical working conditions, including family, team, and supervisory conflict; (3) structural healthcare conditions, including internal hospital policies, leadership practices, and administrative decision-making; and (4) systems-level industry conditions, including insurance barriers and health service delivery. Recommendations that would alleviate moral distress and heighten resilience include: (1) formal and informal support; (2) interprofessional collaboration in care; (3) educational initiatives; (4) advocacy to empower ethical workplaces; and (5) mental health investment.

*Conclusion:* Findings of the current study have implications for policy makers, practitioners, educators, and researchers on moral distress and occupational harm. It is critical to foster educational initiatives that examine how health systems contribute to longstanding psychological stress and trauma of the healthcare workforce. Multidisciplinary perspectives are fundamental to strengthen institutional courage; and to inform how leadership and administration can invest in health workers' health, safety, and well-being.

### **Symposium 8: Beyond the Obvious: Nuanced Effects of Work Design, Remote Work, Leadership and Recovery in Shaping Well-being**

Chair: Caroline Knight

Despite decades of research on workplace well-being, poor mental health at work continues to persist, with harmful effects for both individuals and organizations. Clearly, there is much left to understand, especially in the context of today's rapidly evolving workplaces. This symposium brings together six studies that reveal novel and unexpected relationships between well-being antecedents and outcomes, aiming to advance both theory and practice.

The first presentation by Cham explores whether employees can simultaneously experience thriving and burnout via person-centred analyses. Four profiles emerged, with those who were both thriving and burned out reporting higher distress and turnover intentions than those who were thriving but less burned out. Thus, thriving may mask burnout but not offset it, with potential longer-term implications. The second presentation by Way meta-analytically explores whether performance management is associated with psychosocial hazards and psychological distress. Findings show that while some performance management tasks act as challenge stressors, others act as hindrance stressors impacting distress. The third presentation by Fruhen adopts a 'total institution' lens to explore emerging psychosocial hazards, namely control practices in fly-in-fly-out contexts. Findings show that while employer provided accommodation may be a perk, stringent controls can be intrusive and sometimes extreme, with detrimental effects on worker well-being. The fourth presentation by Booker shows that remote work quality is positively associated with person-environment fit and satisfaction, but this relationship weakened as supportive communication between employees increased. This is consistent with resource-substitution theory and suggests that investing in positive work elements may have lower returns on well-being when social resources are high. The fifth presentation by Steffans adopts a daily diary approach with remote workers, showing that identity leadership and shared mental models predict positive well-being but intriguingly do not

predict reduced burnout to the same extent. Therefore, fostering identity leadership and shared understanding can enhance remote worker well-being but may not prevent negative outcomes. The sixth presentation by Parker adopts a dynamic experience sampling approach to explore how work effort shapes recovery during work breaks. Surprisingly, work effort was energising rather than depleting and did not impact detachment during subsequent work breaks. However, the benefit of recovery during breaks on future work effort may be short-lived, suggesting frequent breaks are needed throughout the work day.

### **S36**

#### **Can Employees be Both Burnt Out and Thriving at Once? Insights From a Person-Centred Study of Work Design and Well-being**

Belinda Cham, Lucinda Iles, Eyal Karin, Daniela Andrei, Mark Griffin, Sharon Parker, Karina Jorritsma  
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Workplace mental health initiatives often focus either on preventing ill-health (e.g., burnout) or promoting well-being (e.g., thriving), yet emerging evidence suggests individuals might experience positive and negative mental health states simultaneously (Kraiss et al., 2023). This study examines what patterns of burnout and thriving are experienced by workers and how work design shapes these patterns of mental health outcomes.

Drawing on survey data from 7,078 Australian workers across 15 organizations, we used latent profile analysis (LPA) to identify distinct configurations of burnout and thriving. Four distinct profiles emerged: high burnout-low thriving, low burnout-high thriving, high burnout-moderate thriving and moderate burnout-moderate thriving. Interestingly, the high burnout-moderate thriving profile represented a sizeable subgroup (~33%), suggesting that many workers experience aspects of burnout and thriving at the same time.

Profiles showed meaningful differences across broader outcomes. Employees high in burnout and low in thriving reported the greatest psychological distress and turnover intentions, alongside the lowest job satisfaction and organizational commitment, whereas the reverse pattern was observed for those high in thriving and low in burnout. Notably, employees with moderate thriving but elevated burnout also reported heightened distress and turnover intentions relative to those with similar levels of thriving but lower burnout, suggesting a potentially vulnerable subgroup whose apparent thriving may mask underlying strain. We then examined work design predictors of these profiles, using the SMART model (Parker & Knight, 2023). Mastery-oriented work characteristics (i.e., clarity and feedback), Relational resources (i.e., supervisor and coworker support), and several demands (i.e., workload, emotional demands and role conflict) most strongly differentiated profiles. Interestingly, Stimulating work characteristics (i.e., task variety and problem-solving opportunities) showed mixed effects - enhancing thriving for some profiles yet contributing to exhaustion for others - highlighting its potential double-edged nature.

These findings underscore the importance of examining both positive and negative aspects of mental health simultaneously. Employees experiencing thriving are not necessarily free from strain, and may thrive despite high demands, though such thriving may not be sustainable over time. From an intervention perspective, this highlights that the specific work design levers organizations pull, matter. For example, stimulating or challenging work, may enhance purpose and growth but can also heighten exhaustion if not balanced with mastery-oriented resources like clarity and feedback. Similarly, addressing both resources and demands is essential for interventions that seek to influence the full spectrum of mental health.

### S37

#### **The Good, the Bad, and the Harmful: A Meta-Analysis Exploring Relationships Between Performance Management, Psychosocial Hazards, and Psychological Distress**

Kirsten Way<sup>1</sup>, Batoul Hodroj<sup>2</sup>, Siena Gillies<sup>1</sup>, Oscar Cooney<sup>1</sup>, Annabelle Neall<sup>3</sup>, Georgia Acutt<sup>1</sup>, Joanna Lee<sup>1</sup>

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While performance management is widely studied for its positive impacts—particularly its role in enhancing motivation and job performance—it is also an organizational process with the potential to contribute to psychological harm. Despite this dual nature, the pathways through which performance management may lead to psychological distress remain poorly understood, with existing research fragmented and lacking integration. This study synthesizes empirical evidence to explore whether research on psychosocial hazards—work-related factors known to cause stress-related harm—can illuminate the relationship between performance management and psychological distress. A systematic review and meta-analysis were conducted to address three key questions: (1) What is the relationship between performance management and 11 common psychosocial hazards? (2) What is the relationship between performance management and psychological distress? and (3) Can psychosocial hazards help clarify the mechanisms or boundary conditions that underpin the link between performance management and psychological distress?

We followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, developing a review protocol that was registered with PROSPERO (CRD42023454541). Schleicher et al.'s (2018) framework was used to structure findings of relationships with core tasks of performance management systems (e.g., setting performance expectations, observing performance, formal summative performance evaluation, creating and delivering performance feedback, and the formal performance review meeting).

A total of 129 studies published from 1980 to 2025 that met the inclusion criteria were included in the qualitative synthesis, and 83 studies in the meta-analysis, the majority of which were of high or moderate quality. Findings indicate that aspects of performance management were positively associated with certain psychosocial hazards (role overload, cognitive demands) and psychological distress. Other aspects of performance management, however, were reported to have negative associations with psychosocial hazards, indicating that good performance management was seen as a job resource with positive implications.

These results indicate that performance management tasks may function as a challenge stressor when they are perceived as fair and supportive, but may function as a hindrance stressor and cause greater employee distress when they are perceived as unfair, contributing to role overload and greater role conflict. Strengths, limitations, and future directions are discussed.

### S38

#### **Organizational Control in Employer-Provided Accommodation and Worker Mental Health**

Laura Fruhen<sup>1,2</sup>, Jessica Gilbert<sup>3</sup>, Madison Fitzgerald<sup>4</sup>, Sharon Parker<sup>3</sup>

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Employer provided accommodation can be a welcome perk, or an unavoidable necessity for workers. Either way, for many workers it is a reality. It is common in migrant-based work, used by big players such as Amazon Inc., and Elon Musk's enterprises are currently building villages

to house workers. Combined with new technological possibilities, employer-provided accommodation entails possibilities for increased organizational control over workers outside of the primary workplace. This control is an unexplored phenomenon. Existing work design theories and research does not cover the specific and sometimes profound ways in which organizations control workers in such contexts, and how such control impacts workers.

To address this gap, we examine organizational control practices in Australian Fly-in-fly-out camps through a total institution (TI) lens. Combining qualitative (i.e., interviews, n = 24) and quantitative (i.e., surveys; n = 479) approaches, our results show the control practices to manifest via stringent rules, surveillance, and treating everyday aspects as privileges. They illustrate the intrusive and sometimes overzealous nature of this control.

Our results further indicate that the identified control practices are distinct from traditional work-related autonomy restrictions. We find all three identified control practices to be detrimental to worker mental health.

We advocate for further research to explore the impact of such practices on outcomes beyond mental health and within other non-work contexts, including workers' homes, where this control may manifest in more subtle ways. In practice, organizations are encouraged to develop balanced control practices to safeguard mental health, in consultation with workers.

### S39

#### **Not All Resources Are Created Equal in Telework**

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*Background:* Teleworking is a permanent and defining fixture of contemporary work. The aim of this study is to explore the conditions that enable successful telework by considering how resources dynamically shape well-being. We do this by jointly examining work-life balance, flexibility, effectiveness, and organizational and managerial support. Teleworking literature currently faces several critical gaps. First, studies often assume a resource-additive approach where more resources are invariably better. We draw upon the principle of resource substitution, proposing that resources dynamically interact when predicting well-being (Hobfoll et al. 1990). Second, while frameworks exist to measure teleworking quality (Grant et al. 2019), it remains unclear how these resources and outcome-appraisals translate to subjective well-being. We address this by positioning Person-Environment (P-E Fit) as the critical mediating mechanism that translates teleworking resources into increased well-being through perceived needs-supplies fit. Third, teleworking studies tend to measure communication by its frequency or medium richness (Fonner & Roloff, 2013), overlooking the importance of the socio-relational context. We argue that a supportive communication environment defined by openness, candour and understanding is a distinct and powerful social resource that fundamentally alters the experience of work.

*Method:* We test a moderated-mediation model using partial least squares structural equation modelling (PLS-SEM). Participants (n = 406) were high-intensity teleworkers recruited from a large professional association in Malaysia. Validated scales were chosen to capture teleworking quality (Grant et al. 2019), perceived fit to telework (Lopes et al. 2022), supportive team communication (Wahl et al. 2023), job satisfaction (Azar et al. 2018) and life satisfaction (Diener et al. 1985).

*Results:* Our model explains a significant proportion of variance in both job and life satisfaction ( $R^2 = 65\%$  and  $60.1\%$ , respectively). Telework fit was a significant mediator between teleworking quality and both job ( $\beta = 0.105$ ,  $p < 0.01$ ) and life satisfaction ( $\beta = 0.097$ ,  $p < 0.01$ ). As predicted, we observed a significant interaction between supportive communication and telework quality when predicting fit ( $\beta = -0.084$ ,  $p < 0.01$ ). Specifically, the positive relationship between teleworking quality and fit was weaker at higher levels of supportive communication. This suggests diminishing marginal returns in line with the principle of resource substitution. Despite this, the data suggest that individuals with higher supportive communication tend to have a higher baseline of both teleworking quality and perceived fit.

*Conclusion:* This study presents a nuanced model of teleworking success, demonstrating that resources within telework are not simply additive. The findings may suggest that the utility of job resources (such as autonomy) may diminish under the condition of robust social resource pools, particularly when predicting P-E Fit and well-being. This offers managers a crucial and non-obvious insight. In contexts where job resources are fixed or low, social resources may provide a powerful and cost-effective lever to improve fit and well-being. Conversely, where social resources are already high, organizations may expect a lower 'return on investment' when implementing efforts to increase affordances such as autonomy and work-life balance.

#### **S40**

#### **Unravelling the Daily Dynamics of Identity Leadership, Shared Mental Models, and Employee Well-being in Remote Teams**

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The University of Queensland, Brisbane, Australia

The rapid shift to remote work has fundamentally altered workplace dynamics, yet we know little about how leadership and team processes influence employee well-being when interactions are primarily virtual. This daily diary study examined how identity leadership (leaders who cultivate a sense of "we" and "us") and shared mental models (SMMs; team members being "on the same page") relate to remote workers' daily experiences of meaningful interactions, engagement, burnout, and organizational citizenship behaviours (OCBs).

Remote workers in Australia ( $N = 118$ ) completed a baseline survey followed by daily surveys across 10 consecutive workdays. Using multilevel modelling to disaggregate within- and between-person effects, we found that both identity leadership and SMMs were positively associated with meaningful interactions with leaders and team members, work engagement, and OCBs at daily levels (showing within-person effects). On days on which team members perceived meaningful interactions, they also showed higher work engagement and OCBs, and lower burnout. Intriguingly, while identity leadership and SMMs predicted positive workplace experiences, they predicted reduced burnout to a lesser extent—suggesting these leadership and team factors may be more powerful in building positive states than preventing negative ones. Additional results revealed that SMMs showed stronger associations with team member interactions and OCBs, while identity leadership more strongly predicted work engagement and meaningful leader interactions.

These findings reveal that the benefits of identity leadership and shared understanding extend to virtual contexts, with effects varying not only between individuals but also within the same person across days. The results highlight that remote work well-being may benefit from targeted approaches that foster collective identity and shared understanding for work engagement and citizenship. This research provides insights for organizations and their leaders navigating the increasing landscape of distributed work by highlighting the importance of daily practices that reinforce collective identity and help shape clear team mental models.

## S41

### **Effort in Motion: Using Dynamic Methods to Understand Within-Day Effort and Recovery Processes**

Stacey Parker<sup>1</sup>, Andrew Neal<sup>1</sup>, Nerina Jimmieson<sup>2</sup>, Niamh Dawson<sup>3</sup>

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Recovery from work - whether during the day through breaks or after hours via leisure - is vital for employee well-being and sustained performance (Sonnentag et al., 2022; Steed et al., 2021). Yet, paradoxically, recovery is often hardest on demanding days when it is most needed (Sonntag, 2018). This presentation explores the dynamic and sometimes surprising role of effort on work in shaping recovery during breaks from work, offering insights into how effort can support recovery within the workday.

We present findings from two experience sampling studies with Australian workers that examine effort and recovery hour-by-hour within the workday. Dynamic structural equation modelling (Study 1 N=224, NT=1943; Study 2 N=208, NT=2006), using multilevel and cross-classified analytic strategies, showed that momentary recovery (e.g., detaching during a work break) fuels greater effort on work in the following hour. Contrary to effort-recovery and resource depletion theorising, effort on work was not draining, rather, it was energising and importantly was associated with better detachment during breaks in the next hour. Extending the model to consider two-hour time lags revealed that although the positive effect of effort on detachment remained over this longer time period, the benefit of detachment on future effort became non-significant.

These findings suggest the benefits of recovery on future effort may be quite short-lived within the workday, supporting the need for more regular breaks during work. Moreover, that contrary to much of the between-persons and longitudinal research into effort and recovery, hour-to-hour within the workday effort on work may enable more detachment during breaks. Perhaps greater effort on work enables more progress and engagement, which both buffers the negative effects of effort on energy but also allows more self-permission to take a break with more detachment. These studies also challenge the assumption that recovery begins only after work ends. Instead, they underscore the importance of understanding effort and recovery as a dynamic process unfolding within the workday. Moreover, from a practical perspective, these findings suggest that new approaches to supporting employee well-being should consider not just recovery strategies, but also how effort is experienced and regulated in real time.

### **Symposium 9: The Burnout Assessment Tool in Action: Evidence, Adaptations, and Implications**

Chair: Laurent Corthésy-Blondin

Burnout is a major concern for occupational health stakeholders around the world because of the direct and indirect costs it can have on individuals, organizations and society. To assess its prevalence and severity, occupational health researchers and practitioners need tools that are conceptually, psychometrically and practically sound. These considerations led to development of the Burnout Assessment Tool (BAT), which comprises 23 items grouped into four dimensions, namely emotional exhaustion, mental distance, cognitive impairment and emotional impairment. Its potential for dissemination is growing rapidly with the development of its short (12 items; BAT-12) and ultra-short (4 items; BAT4) versions, and its multiple cross-cultural adaptations.

This symposium features six presentations based on seven studies in which burnout was assessed using one or another version of the BAT. These studies address antecedents and consequences of burnout or provide evidence on the validity and reliability of different versions of the BAT. Together, these studies cover populations of workers from several countries and continents, allowing the topic to be addressed from a multicultural perspective.

The first presentation reports on a study about the mitigating role of income rank on the positive effects of both quantitative and qualitative job insecurity on burnout dimensions. The second presentation addresses whether burnout and depression are distinct constructs by examining how certain job characteristics and aspects of well-being differentially predict diagnosed burnout and depression. Similarly, the third presentation focuses on the study of the mediating roles of burnout and occupational depression on the relationship between job demands and self-rated performance. The fourth presentation reports the results of a study on the validation of the Japanese version of the BAT-12, and a study on the antecedents and outcomes of burnout measured by the same tool. The fifth presentation focuses on the validation of the French version of the BAT-12 in Quebec nurses, with particular attention to the factorial validity and predictive validity related to sickness absence. The sixth presentation introduces the Czech version of the BAT4 and its validity and reliability among a representative sample of Czech workers.

Together, the studies reported in this symposium contribute significantly to both occupational health psychology theory and occupational health practice by: 1) identifying resources that can mitigate the effect of job security on burnout; 2) supporting the hypothesis that burnout and depression are distinct constructs in terms of antecedents and consequences; and 3) adapting short or ultra-short burnout assessment tools to various cultural contexts.

## S42

### **When Income Protects: Moderating Role of Income in the Reciprocal Relationship between Job Insecurity and Burnout**

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*Background:* This study examines the buffering effect of income rank on the reciprocal relationship between job insecurity and employee burnout. Drawing on conservation of resources theory, we propose that income, given its instrumental value in acquiring other resources, is a potentially powerful yet surprisingly overlooked resource in both streams of occupational health research - studies on factors that counter the adverse effects of job insecurity, and studies on the prevention of burnout. In response, this study tests whether income rank can mitigate the positive effects of both quantitative job insecurity (i.e., the perceived threat of job loss) and qualitative job insecurity (i.e., the perceived threat of losing valued job features) on burnout dimensions (i.e., emotional exhaustion, mental distance, cognitive impairment and emotional impairment). We also acknowledge the reciprocal nature of job demands and burnout relationship by examining whether income rank can mitigate the effects of burnout on job insecurity.

*Method:* Our hypotheses were tested using anonymous online survey data from 1011 employee representative of the Croatian working population with regards to gender, age, region, and industrial sector. Data were collected by a professional agency at three measurement occasions spaced approximately eight months apart: June/July 2022, March/April 2023, and November 2023. Slightly more than half of the participants were female (57.2%) and approximately half of them were highly educated (53.9%). The vast majority were

permanently employed (86.9%) and most worked in the private sector (58.3%). We used well-known validated measures – the Job Insecurity Scale, the Qualitative Job Insecurity Scale, and the Burnout Assessment Tool (BAT-23). Income rank was assessed with a single item asking respondents to indicate their monthly income on a 5-point scale based on categories defined by the State Bureau of Statistics.

*Results:* Results showed that income rank mitigated the positive effects of qualitative job insecurity on almost all burnout dimensions (with the exception of mental distance). In contrast, the effects of quantitative job insecurity were not moderated by this resource. Furthermore, income rank did not buffer the effects of burnout on either dimension of job insecurity.

*Conclusion:* This study identifies employee income as an understudied resource that can help disrupt the adverse cycle between job insecurity and burnout. However, the findings also show that the beneficial effects of income are limited to countering the perceived threat of losing valued job features, but not the job itself. Moreover, income did not protect employees from the adverse effects of burnout on job insecurity.

### S43

#### **Are Burnout and Depression the Same? Predicting Diagnosed Burnout Versus Depression Based on Well-being Questionnaires and Job Characteristics**

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*Background:* One of the perhaps oldest discussions in burnout research is its distinction with depression. Some have advocated that burnout cannot meaningfully be distinguished from depression, leading to the appraisal as ‘work related depression’. Others advocated that burnout and depression are different phenomena with different nomological networks, even though the core of both phenomena partly overlaps. In this study we analyze whether diagnosed burnout and depression can be differentially predicted on the basis of (a) job characteristics, and (b) questionnaires measuring aspects of mental well-being. The job characteristics are categorized according to the Job Demands Resources model. The questionnaires measure burnout complaints versus various mental disorders.

*Method:* The data were collected by ArboNed in the Netherlands. Employees on sick leave due to psychological complaints were asked to report an online questionnaire in which both job characteristics and various aspects of mental well-being were assessed (n=17014; 55% male, mean age: 39,6 years). The questionnaire first of all measured various job demands (workload, emotional demands, role ambiguity) and job resources (social support, skill utilization, autonomy) with single items. Next, two standardized questionnaires were administered: the Four-Dimensional Symptom Questionnaire (4DSQ) and the burnout assessment tool (BAT). The 4DSQ measured anxiety (12 items), depression (6 items), strain (psychological complaints; 12 items) and somatization (physical complaints; 16 items). The BAT measured the four components of burnout: exhaustion (8 items), mental distance (5 items), cognitive (5 items) and emotional impairment (5 items).

A maximum of six weeks later, the respondents were independently diagnosed by an occupational health physician, and assigned to a code (‘CAS-code’) based on diagnostic criteria of the occupational physician guidelines for stress and for depression in the Netherlands: distress (n= 2839; 16.7%), burnout (n= 2304; 13.5%), depressive episode (labelled ‘depression’ further on; n=2250) and ‘other adjustment disorders’, a heterogeneous rest category (n=9621). A discriminant analysis (in SPSS) was conducted to answer our

research questions. This method, related to regression analysis, allows to analyze to what extent one can predict the various diagnostic groups based on (a) the measured job demands and job resources, and (b) the scales of the 4DSQ and the BAT (both separately and combined). Additionally, one can assess which variables contribute most to significantly distinguishing the various diagnostic groups.

*Results:* Preliminary results regarding the discrimination based on only the mental health questionnaires show that the group with 'other adjustment disorders' could only be predicted poorly. The three remaining diagnostic groups can adequately be distinguished from each other, with each measuring instrument making its own specific contribution, specifically: the 4DSQ for depression and the BAT for burnout. Both measuring instruments thus complement each other. More detailed results and results regarding the discriminatory power of job characteristics will be presented at the conference.

*Conclusion:* This study using a large-scale dataset suggests that the diagnostic categories of burnout and depression as distinguished by occupational physicians can indeed be predicted by distinctive questionnaires that assess different aspects of mental well-being. Interestingly, both questionnaires that were used complemented each other. It is recommended to use them in combination in practice. The results regarding job characteristics will be presented at the conference and will complement the discussion regarding differences in the nomological network between burnout and depression.

#### S44

##### **Burnout and Occupational Depression in the Job Demands–Performance Relationship: A Comparative Two-Group Mediation Analysis in U.S. Employees and Medical Personnel**

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*Background:* Burnout is a consequence of excessive job demands and is associated with impaired well-being and diminished job performance. Within the Job Demands–Resources framework, stressors such as work overload and illegitimate tasks undermine well-being by threatening employees' personal and professional identity. Although severe burnout symptoms may overlap with those of clinical depression, occupational depression captures depression-like symptoms specifically attributable to work. This study examined whether burnout and occupational depression independently mediate the relationship between job demands and self-rated performance. We hypothesized that both constructs would predict lower performance, with burnout demonstrating a stronger association with job demands.

*Method:* A cross-sectional correlational design was used in two independent samples. The first comprised U.S. employees from diverse occupational sectors ( $n_1 = 377$ ); the second included international medical personnel (nurses, physicians, psychologists;  $n_2 = 261$ ). Most participants worked full-time (81% and 77%, respectively), and tenure of 1–5 years was most common (48% and 41%). Women represented 53% of the first sample and 64% of the second sample. Measures included the Burnout Assessment Tool (BAT-12;  $\alpha = .92/.90$ ), Occupational Depression Index (ODI-9;  $\alpha = .93/.92$ ), Bern Illegitimate Tasks Scale (BITS-3;  $\alpha = .87/.82$ ), a work overload subscale (WO-4;  $\alpha = .77/.81$ ), and a single-item performance rating. Structural equation modelling was used to test mediation models across samples.

*Results:* Confirmatory factor analyses indicated acceptable model fit for the BAT-12 in both samples, better than for the ODI-9. Burnout and occupational depression shared 56% variance. For the burnout model, illegitimate tasks ( $\beta_1 = .50$ ;  $\beta_2 = .53$ ) and work overload ( $\beta_1 = .27$ ;  $\beta_2 = .17$ ) were significantly related to burnout ( $R^2_1 = .46$ ;  $R^2_2 = .42$ ), which was associated with reduced performance ( $\beta_1 = -.45$ ;  $\beta_2 = -.28$ ;  $R^2_1 = .20$ ;  $R^2_2 = .08$ ). For the occupational

depression model, illegitimate tasks ( $\beta_1 = .38$ ;  $\beta_2 = .43$ ) and work overload ( $\beta_1 = .24$ ;  $\beta_2 = .14$ ) were related to occupational depression ( $R^2_1 = .30$ ;  $R^2_2 = .28$ ), which was associated with lower performance ( $\beta_1 = -.33$ ;  $\beta_2 = -.30$ ;  $R^2_1 = .11$ ;  $R^2_2 = .09$ ). Job demands demonstrated consistently stronger associations with burnout than with occupational depression. In the U.S. sample, indirect effects were stronger for burnout, whereas in the medical sample, both mediators showed similar effects.

*Conclusion:* Although burnout and occupational depression partly overlap, excessive job demands were more strongly related to burnout. These findings highlight burnout as a primary health-deterioration pathway arising from illegitimate tasks and work overload, although this requires confirmation in longitudinal studies. From an occupational health perspective, preventive measures should focus on organizational practices, management strategies, and workload regulation to reduce burnout risk. Supporting employees' mental well-being may help alleviate depression-like symptoms at work, but improving structural working conditions remains essential for preventing performance losses associated with burnout.

#### S45

### Assessing Burnout in Japan: A Validation Study of the BAT-12J and Its Antecedents and Consequences

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*Background:* The World Health Organization recognizes burnout as a critical occupational health issue worldwide. Most recently, the COVID-19 pandemic has caused a rise in burnout among workers. Researchers have noted that existing burnout measures have limitations such as conceptualization, psychometric shortcomings, and practical applicability. To overcome these limitations, the Burnout Assessment Tool (BAT) was developed, and a validated 12-item short version (BAT-12) was subsequently derived from the original 23-item BAT to enhance usability. In this study, we validated a Japanese version of the BAT-12 (BAT-12J), which assesses four dimensions of burnout: exhaustion, mental distance, cognitive impairment, and emotional impairment (Study 1). We also examined the associations between BAT-12J and potential antecedents and consequences of burnout (Study 2).

*Method:* An online survey was conducted using registered survey panellists from a Japanese research firm. Data were collected from the 10th and 11th waves of a longitudinal study on worker well-being, conducted in December 2023 and June 2024, respectively. A total of 1,172 participants who completed both waves were included in the analyses. In Study 1, factorial validity was assessed using confirmatory factor analysis (CFA) across five competing hypothesized models. Internal consistency was evaluated for each factor, and test-retest reliability was examined via correlations between the two waves. Measurement invariance across gender was tested using multi-group CFA. In Study 2, structural equation modelling was used to examine the associations between burnout measured by BAT-12J and potential antecedents (i.e., quantitative, qualitative, and emotional job demands; job control; supervisor and coworker support) as well as consequences (turnover intention and psychological distress).

*Results:* In Study 1, CFA supported a bifactor model with correlated specific factors as the best-fitting structure (CFI = 0.996, TLI = 0.991, RMSEA = 0.008). Internal consistency coefficients ranged from 0.83 to 0.89 for the four subscales, and 0.94 for the composite BAT-12J score. Multi-group analyses confirmed measurement invariance across gender. In Study 2,

burnout was positively associated with job demands ( $\beta = 0.32, p < 0.001$ ) and negatively associated with job control and supervisor support ( $\beta = -0.18$  and  $-0.19$ , respectively;  $p < 0.001$ ). No significant association was found with coworker support ( $\beta = 0.08$ , ns). Burnout was also positively associated with turnover intention ( $\beta = 0.47, p < 0.001$ ) and psychological distress ( $\beta = 0.64, p < 0.001$ ).

*Conclusion:* The BAT-12J is a brief yet psychometrically robust instrument for assessing burnout in the Japanese workforce. Our findings underscore the importance of job control and supervisor support in preventing burnout and promoting employee well-being.

#### S46

### Validating the French Version of the Short Burnout Assessment Tool (BAT-12) Among Quebec Nurses

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*Background:* A substantial body of research shows that burnout rates are elevated among nurses. Nurse burnout can lead to sickness absence (SA) and negatively affect other healthcare workers' health and organizations' functioning. To identify the antecedents and consequences of burnout among nurses, as well as the effectiveness of workplace interventions aimed at reducing its rates, measurement tools with strong psychometric and practical properties are essential. This study aims to validate the French version of the short Burnout Assessment Tool (BAT-12) in nurses working in Quebec, Canada.

*Method:* The sample consisted of 1,298 Quebec nurses. Most identified as women (89%) and worked in a care role (86%). Referring to the Job Demands–Resources (JD-R) model, two sets of questionnaires were administered six months apart, including the French version of the BAT-12, and scales measuring job demands, job resources, work engagement, and behaviour (i.e., SA for mental or physical disabilities). Psychometric properties of the BAT-12 were assessed, such as construct validity by confirmatory factor analyses (CFA), internal consistency with Cronbach's alpha, divergent validity with work engagement using Pearson correlation, and predictive validity related to self-report SA for mental or physical disabilities using hierarchical logistic regressions.

*Results:* CFA confirmed the BAT-12's underlying dimensions, corresponding to symptom categories, namely exhaustion, mental distance, emotional impairment, and cognitive impairment. Moreover, fit indices revealed that the most appropriate factor structure was a bi-factor model, with each item loading onto both a general burnout factor and onto one of the four symptomatic factors (RMSEA = .040; CFI = .993; NNFI = .982). Cronbach's alphas ranged from .77 to .89 for the symptomatic factors and reached .88 for the total score, indicating acceptable to very good internal consistency. The BAT-12 total score correlated negatively with work engagement ( $r = -.38$ ), supporting divergent validity. Logistic regressions revealed that the BAT-12 total score significantly predicted the occurrence of mental health ( $\beta = 1.800, p < .01$ ) and physical health-related SA ( $\beta = .672, p < .05$ ). Mental health-related SA was also significantly predicted by fewer years of experience as a nurse ( $\beta = .738, p < .05$ ), male gender (vs. female;  $\beta = 2.523, p < .05$ ), working in a care role (vs. managerial;  $\beta = .228, p < .001$ ), and more frequent work-life interference ( $\beta = 1.519, p < .05$ ). Physical health-related SA was also significantly predicted by working in a managerial role (vs. care;  $\beta = 5.556, p < .01$ ).

*Conclusion:* The French version of the BAT-12 is a valid and reliable tool for measuring burnout among nurses. Implications for theory, research, and prevention at the organizational level will be discussed.

## S47

### **Psychometric Properties of the Czech BAT4 Ultra-Short Measure of Burnout**

Jakub Prochazka

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*Background:* The Burnout Assessment Tool (BAT) has become a highly used questionnaire for measuring burnout symptoms and is now used in more than 20 different translations. In addition to the original BAT, there is also a short version (12 items) and the latest ultra-short version with 4 items (BAT4). For the ultra-short version, there is currently limited evidence of its validity, particularly regarding the validity of the different language versions. This study provides evidence of the reliability and validity of the Czech adaptation of BAT4.

*Method:* The sample consisted of 731 working adult respondents out of 1,000 respondents of a quarterly representative online survey conducted by a professional agency specializing in research among the Czech population. Women slightly prevailed in the sample (55.5%). In terms of education, the fewest people had primary education (8.7%) and the most had secondary education (70.9%). The most represented sectors where employees worked were manufacturing (23.1%), services (18.8%), and wholesale and retail trade (11.5%). The respondents were mainly full-time employed (67.1%). To measure burnout, we used the Czech translation of BAT4 ultra-short questionnaire with a five-point response scale.

*Results:* The Czech BAT4 showed to be internally consistent (McDonald's  $\omega = .76$ ) with item-total correlations ranging from .52 to .58. The mean BAT4 score was 2.51 ( $SD = .72$ ). The 50 respondents who self-reported that they were under professional care due to burnout in past 6 months had significantly higher scores of BAT4 ( $M = 3.01$ ,  $SD = .70$ ) than the rest of the sample ( $M = 2.47$ ,  $SD = .71$ ),  $t(712) = 5.15$ ,  $p < .001$ ,  $d = 0.75$ . Confirmatory factor analysis with robust estimation revealed a good fit of the data to the model (CFI = .98, TLI = .95, RMSEA = .09), with standardized factor loadings of the items ranging from .61 to .69. Invariance testing indicated weak (metric) invariance of the questionnaire across genders. Males tended to score higher in some items, while women did in others. However, there was no significant difference between men and women in the total burnout score. Interestingly, individuals working in services ( $M = 2.38$ ,  $SD = .71$ ) had significantly lower burnout scores compared to those working in other sectors.

*Conclusion:* Our study has shown that the Czech BAT4 is a reliable tool for burnout screening and can be used for research purposes. The data did not allow for the development of cut-off scores for assessing the risk of burnout syndrome, as we lacked reliable medical data. For further research on BAT, we recommend focusing more on invariance across genders and on the gender specificity of some items.

### **Symposium 10: Precarious (Working) Lives: Embedding Insecure Employment and Well-being in Workers' Careers and Life Circumstances**

Chairs: Dana Unger, Katharina Klug

In turbulent labour markets, insecure and precarious employment poses a salient, ongoing challenge for many European workers throughout their careers. Comprehensive empirical evidence shows that economic instability and uncertain employment prospects, which reflect core aspects of precarity, typically elicit stress and can impair well-being. Beyond immediate stress reactions, less is known about how precarity experiences are embedded in and intertwined with workers' careers and life courses. The aim of this symposium is to shed light on the relations and intersections between insecure employment and experiences of change, resources and well-being inside and outside of the workplace.

The symposium showcases a diverse collection of studies in terms of facets of precarity, methodological approaches, outcomes and context influences: The first study focuses on the experiences of disruption in the workplace and employees' reactions: In an experimental vignette design, Debus et al. investigate immediate effects of organizational restructuring on perceptions of qualitative job insecurity and, by consequence, job satisfaction. They explore the role of work- and personal resources, namely task variety and sense of control as potential buffers of these relationships. The second study focuses on perceptions of job insecurity and well-being in the aftermath of past disruptions: Klug et al. use longitudinal survey data to examine relationships between employment disruptions during the pandemic, current quantitative job insecurity and well-being. They further investigate posttraumatic growth as a potential moderator in these relationships. The third study broadens the perspective to employability as a resource to help workers navigate insecure employment throughout their career: In a sample of temporary agency workers, Müller et al. investigate the relationships between perceived employability, informal and formal workplace learning as well as proactive career behaviours.

Finally, three studies address the interplay between work precarity and other life areas: Using a qualitative approach, Lubosch et al. show how work precarity may spill over into other life areas by investigating the implications of precarious work for people's daily health behaviour. Kößler et al. present the development of a scale to operationalize the "employment-health dilemma", thereby addressing the trade-offs precarious workers must often make between access to work and unhealthy working conditions. Finally, Junker et al. investigate the interaction between critical life events outside of work with employment precarity: Using large-scale panel data, they show that the impact of pregnancy loss on individual well-being (i.e., depressive symptoms) is contingent on women's employment status. Taken together, the studies contribute to a richer understanding of the implications of, and contextual influences on precarity for people's (working) lives. A discussion of the presented studies by Unger will conclude the symposium.

#### **S48**

#### **The Role of Personal and Work Resources in Shaping Job Insecurity After Career Shocks – An Experimental Vignette Study**

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*Background:* Amid global transformations, characterized by economic instability, the rise of artificial intelligence, and ongoing organizational change, the nature of work is rapidly evolving. As job roles, skill requirements, and workplace structures transform, qualitative job insecurity - the perceived threat of losing valued job characteristics such as autonomy, task significance, or development opportunities - has become an increasingly critical issue. Sudden and unexpected events, termed career shocks, such as organizational restructuring or technological disruption, can intensify these perceptions of insecurity by challenging employees' sense of stability. Drawing on Appraisal Theory, employee's reaction to such events may depend on the perceived level of threat those events entail and their internal and external resources to conquer this threat. This study aims to provide deeper insights into perceptions of qualitative job insecurity following restructuring as a potential career shock. Specifically, it examines how personal and work-related resources—locus of control and task variety—moderate this relationship and investigates the mediating role of qualitative job insecurity in the link between career shocks and overall job satisfaction.

*Method:* These assumptions were tested using an experimental vignette design. The vignettes describe departmental restructuring as a form of career shock and systematically vary the level

of task variety. Participants (currently N=199) were randomly assigned to one of four conditions, combining the presence or absence of a career shock with high or low task variety. Multiple regression analyses will assess the direct, mediating, and moderating effects within the proposed model.

*Results:* We expect that a career shock in terms of restructuring will increase employees' perceptions of qualitative job insecurity, subsequently diminishing their job satisfaction. Moreover, individuals with a high internal locus of control and greater task variety are expected to experience these effects less intensely, as these resources can buffer against the detrimental consequences of career shocks by fostering a sense of control and competence. The data collection is being completed by the time of submission, so that results will be available by the time of the conference.

*Conclusion:* This study contributes to the understanding of the qualitative dimension of job insecurity and its mediating role in the relationship between career shocks and job satisfaction. Integrating personal and work-related resources into existing theoretical frameworks, this research further enhances our understanding of the development of job insecurity after work-related changes and relevant resources to mitigate job insecurity. Practically, the findings will offer valuable insights for organizational change management, highlighting strategies to strengthen employee resilience, maintain job satisfaction, and safeguard well-being during periods of transformation and uncertainty.

#### **S49**

#### **Resilient or Vulnerable After the Crisis? On the Role of Posttraumatic Growth in the Relationships Between Past Employment Disruptions, Current Job Insecurity and Well-being**

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*Background:* For many workers, the pandemic led to employment disruptions (e.g., job loss, short-time work), which may induce job insecurity. Yet it is unclear how exactly employment disruptions affect job insecurity and well-being beyond immediate reactions. For example, research suggests that persons who have been unemployed in the past tend to experience heightened job insecurity after unemployment. But it is unclear whether this occurs through re-employment into less secure jobs, or due to heightened vulnerability, i.e., a stronger reactivity to later cues of insecurity. Drawing on the transactional model of stress and life course perspectives, we argue that such long-term effects and reactions to later threats also depend on how people have coped with the experience of disrupted employment. The aim of this study is to investigate relationships between past employment disruptions, current experiences of job insecurity and well-being. Specifically, we explore the role of posttraumatic growth, defined as transformative positive change after facing adversity, as an indicator of successful coping and potential moderator in these relationships.

*Method:* We conducted a longitudinal study with five measurements, about six weeks apart, among a diverse sample of employees from different sectors. Respondents retrospectively report employment disruptions they experienced during the pandemic, posttraumatic growth at the beginning of the survey in early 2025, as well as current job insecurity and well-being at each time point. The data collection has been completed in autumn 2025 with a preliminary N = 160. Multilevel models will be calculated to test our hypotheses: Past employment disruptions and posttraumatic growth will be modelled as constant person-level variables, whereas job insecurity and well-being indicators will be modelled at both the person-level and the time-point level of analysis.

*Results:* We expect past employment disruptions to predict current job insecurity. We also expect job insecurity to relate to lower well-being, in terms of differences between persons and changes within persons over time. Posttraumatic growth may moderate a) effects of past employment disruptions on the between-person level, such that people with more posttraumatic growth perceive less job insecurity after the disruption (tested as level 2 interactions), and b) effects of job insecurity on well-being across levels of persons and time points, such that people with more posttraumatic growth react less strongly to job insecurity (tested as cross-level interaction).

*Conclusion:* The study will contribute to the understanding of longer-term outcomes of employment disruptions, as well as job insecurity in the context of the life course. Looking specifically at moderators of current insecurity perceptions following past events, it will shed light on mechanisms of vulnerability that may help explain scarring-effects of employment disruptions on later insecurity experiences and well-being. It will also highlight individual differences in how people cope with critical life events such as employment disruptions.

## **S50**

### **The Role of Workplace Learning and Proactive Career Behaviours for Perceived Employability in Temporary Agency Workers**

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*Background:* Employability, the perceived ability to realize work opportunities, has been suggested as an important individual resource to navigate uncertainty in non-standard work. It can be viewed as an important resource for mitigating stress arising from uncertainty and, therefore, as a relevant factor in strengthening workers' health. Still, research investigating how employability can be built up in non-standard work remains scarce. This is particularly true for temporary agency work (TAW), characterised by a triangular relationship between client, agency, and worker. Enhancing employability in this context is crucial for agencies, who rely on the marketability of their workers when matching them with potential clients, and for workers, who rely on it as a resource to navigate their careers. According to human capital theory, investment in skills should increase an individual's perception of employability. Such investment can occur through workplace learning, which may take formal (e.g., training provided by the agency or client) or informal forms (e.g., learning on the job or through other career development activities). In addition to professional competence, even workers' proactive career behaviour may be relevant for employability perceptions. However, the importance of these factors may differ depending on where individuals perceive themselves to be in their career and depending on whether they work full-time as TAW or not. In this study, we investigate how different forms of workplace learning and proactive career behaviour relate to perceived employability in TAW as well as the interaction effects with perceived career stage and work extent.

*Method:* Survey data were collected from 324 temporary agency workers. Measures covered possibilities for competence development (informal learning), participation in competence development (formal learning), and behavioural proactivity related to career development (proactive career behaviours). Employability was assessed using both a quantitative component (perceived ability of finding other work elsewhere) and a qualitative component (perceived ability of finding better work elsewhere). Also, participants reported their perceived career stage (Given your age, do you think that your career is on "schedule," ahead or behind schedule?) and work extent (part-time or full-time). Age, gender, and education were included as control variables.

*Results:* Preliminary multiple linear regression analyses indicate significant effects of proactive career behaviours on both qualitative and quantitative employability. Informal learning is initially significantly associated with quantitative employability, but its effect diminishes once proactive career behaviours are added in the regression. Formal learning showed no significant effect on employability. No interaction effects were found for perceived career phase or work extent, suggesting that proactive career behaviours are equally important regardless of career stage or work extent in TAW.

*Conclusion:* Proactive career behaviours appear to play an important role in employability perceptions among TAW. Informal and formal learning had limited effects on employability. Engaging in these behaviours can enhance perceptions of being able to find other and better work elsewhere. This has practical implications for agencies, clients, and workers, and their decisions on which aspects of workplace learning to focus on or how to facilitate career behaviours for building quantitative and qualitative employability.

## **S51**

### **Conditions that Condition Us: A Qualitative Exploration of How Precarious Work Shapes Habits**

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*Background:* Precarious work is characterized by insecurity, limited legal protection, inadequate income, and diminished control. While a substantial part of the global workforce faces such conditions, the psychological implications of precarious employment remain understudied within work and organizational psychology. Research has yet to clarify how precarious work shapes people's capabilities to create healthy, happy, and desirable ways of living. Here, maintaining or creating beneficial habits is relevant to consider, as habits determine a large part of our behaviour automatically, independent of immediate conscious desires or intentions. Importantly, meta-analytic evidence suggests that health-related behaviours are determined by social class indicators. As precarious employment conditions coincide with such indicators, it is relevant to explore how such conditions specifically shape people's habits.

*Method:* This study uses a grounded theory approach to establish how aspects of precarious work may shape people's habits. Specifically, it involves semi-structured interviews with 30 employees exposed to varying levels and forms of precarious work. These interviews are coded systematically and analyzed within a Gioia methodology template to develop a model describing relationships between characteristics of precarious work and psychological processes that shape habits.

*Results:* The results identify several habits that precarious workers have or would like to have and that relate to aspects of their work. For example, participants reported smoking or ordering fast-food as current habits, and regular cooking or working out as desired habits. Participants report that, for example, social influences at work and long working hours contribute to having undesired or unhealthy habits. They also describe how, for instance, work schedule uncertainty and shift work inhibit the development of desired habits. Additionally, the analyses suggest that among others, feeling stressed or exhausted are relevant psychological mechanisms through which precarious working conditions affect the formation and maintenance of habits.

*Conclusion:* The different findings suggest that precarious work can determine the habits people have, maintain, and develop, as well as hinder the development of desired habits. To guide further research on causal effects in these identified relationships, the different mechanisms are integrated into an overall framework. With this framework, this presentation hopes to inspire more research on the – still too often overlooked – psychological consequences of precarious work.

## S52

### **The Employment-Health Dilemma: The Development And Validation Of A Questionnaire**

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Precarious employment and psychosocial hazards are unequally distributed in the workforce. Thus, workers, especially those at the margins of the labour market, are likely to face intersecting economic and health threats that might foster an employment-health dilemma. The employment-health dilemma is defined as a situation in which workers must decide between quitting a hazardous job to protect their health (compromising their economic situation) and staying in the hazardous job to stabilize their economic situation (compromising their health). To study the extent to which this dilemma is generalizable, this presentation develops and validates a questionnaire in both German and English in four preregistered studies.

An initial set of items was developed as part of an undergraduate class based on the definitions of health threats, economic threats, and the employment-health dilemma. We then corrected, simplified, reduced, and extended this item set, and finally, translated and back-translated the items from German to English and vice versa. This resulted in 16 items on health threats, 21 items on economic threats, and 19 items on the employment-health dilemma.

In study 1, four subject-matter experts commented on this initial set of items regarding their coverage of the constructs and wording. After these comments, we revised the wording of several items, removed items that did not align with the definition, and added new ones. Overall, the SME evaluation resulted in 18 items on health threats, 16 items on economic threats, and 18 items on the employment-health dilemma.

In study 2, we tested content validity by asking 80 English-speaking and 80 German-speaking naïve judges on Prolific to assign each of the 52 items to economic threats, health threats, or the employment-health dilemma. Following Colquitt et al. (2019), we calculated the *psa* and *csv* as indicators of definitional correspondence and definitional distinctiveness. Since we expected strong correlations between the three constructs and in particular between the E-H dilemma and each of the threats, we decided to keep all items that would be considered as corresponding moderately to the definitions (i.e., *psa*  $\geq .60$ ) and being moderately distinctive (i.e., *csv*  $\geq .21$ ). All items that fell below these cut-offs in both languages would not be considered anymore in study 3 and 4. Based on these criteria, we removed one item from each of the threat scales and seven items from the employment-health dilemma scale.

Data from study 3 (i.e., an exploratory factor analysis) and study 4 (i.e., a confirmatory factor analysis and correlations with related constructs) are currently assessed as part of students' final theses. Results will be available by the time of the conference.

Overall, the scale will provide a measure to test subjective experiences of intersecting economic and health threats.

## S53

### **Does Employment Affect Depressive Symptoms Following Pregnancy Loss? Results From a Longitudinal Study**

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*Background:* Pregnancy loss is highly prevalent, yet current theorizing on coping with such loss ignores that individuals also cope with pregnancy loss at work. Building on the dual process

model of coping with bereavement, which differentiates between loss-oriented and restoration-oriented coping, we studied how employment, in general, and three specific job characteristics, namely interesting tasks, workgroup climate, and occupational prestige, affect depressive symptoms over time. In brief, we argue that employment and specific job characteristics can support both coping orientations, which should reduce depressive symptoms following the loss and over time. We further explored gender differences in the role of employment for depressive symptoms.

*Method:* We tested our hypotheses and research questions using data from the Panel Analysis of Intimate Relationships and Family Dynamics (PAIRFAM; N = 575, with a minimum of one pregnancy loss and who reported their depressive symptoms yearly for up to 8 years afterward).

*Results:* Latent growth curve modelling showed that, as expected, depressive symptoms declined over time. Employment and good workgroup climate before the loss were related to lower initial symptoms following the loss. However, employment and good workgroup climate were not associated with changes in depressive symptoms over time. Interesting tasks and occupational prestige did not affect the intercept and slope of depressive symptoms in the main sample. However, the interaction of gender and interesting tasks before the loss significantly predicted initial depressive symptoms: there was a negative association among men but not women. In a subsample of full-time employees, occupational prestige before the loss was further associated with a stronger decrease in depressive symptoms over time.

*Conclusion:* Employment has some beneficial consequences for coping with pregnancy loss. Yet, additional research is needed to gain a more comprehensive understanding of its function, who benefits the most from employment and why, and for how long.

### **Symposium 11: Hybrid Work After the Pandemic: How Remote and On-Site Work Shape Need Satisfaction, Well-being, and Performance**

Chairs: Caroline Knight, Anna Neumer

Since the massive rise of remote work during the COVID-19 pandemic (Bloom et al., 2022), hybrid work arrangements combining remote and on-site work have become the new normal for many employees (McPhail et al., 2024). Research shows that hybrid work can both satisfy and hinder employees' core psychological needs for relatedness, autonomy, and competence. For instance, the meta-analysis by Gajendran et al. (2024) found that remote work intensity is positively related to autonomy but also to loneliness. As hybrid work has become more established since the pandemic, it remains unclear how contextual aspects - such as the work location of coworkers and supervisors - or remote work intensity shape need satisfaction, well-being, and performance. This symposium advances this understanding by integrating five complementary empirical contributions that draw on data from several European countries.

The first contribution investigates how office attendance supports psychological need fulfilment through task support and reduced work coordination stressors, depending on whether coworkers with whom employees frequently collaborate are co-located at the office. Findings show that office attendance is positively indirectly related to autonomy and relatedness satisfaction via task support when coworker co-location is high. Two subsequent studies address relatedness in hybrid work. A five-year longitudinal study from the Netherlands investigates whether feelings of loneliness change from 2021 to 2025, proposing a decrease as employees successfully adapt to hybrid work and establish routines over time. Focusing on leader-employee relationships, a daily diary study from Germany examines how co-location with supervisors shapes the mechanisms through which leader support enhances relationship

quality - via perceived intentionality on non-co-located days and interpersonal warmth on co-located days. Addressing employees' need for autonomy, a four-wave panel study from Germany reveals that remote work flexibility can be a double-edged sword: working from home enhances autonomy and reduces exhaustion within employees over time, yet employees who generally work more from home report higher exhaustion via more skipped breaks. Finally, a meta-analysis of 82 studies examines the relationship between remote work and performance before, during, and after the pandemic. Results show that this relationship has strengthened post-pandemic, with hybrid work showing more positive effects than fully remote arrangements.

By combining evidence across multiple time frames spanning daily to multi-year longitudinal studies and analytical methods - including latent growth modelling, random-intercept cross-lagged models, multilevel path analyses, and meta-analysis - the symposium offers a rich understanding of how hybrid work can sustainably foster well-being and performance in the post-pandemic world.

## S54

### **Office Attendance in Hybrid Work Settings: Association with Basic Needs Satisfaction via Coordination Stressors and Task Support**

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Can more office attendance in hybrid work settings help to satisfy employees' basic psychological needs? This study examined the role of co-presence – the extent to which employees are physically present at the office together with colleagues they collaborate with or feel close to – in shaping the outcomes of office attendance (Halford, 2005; Handke et al., 2025). Drawing on Self-Determination Theory (Van den Broeck et al., 2016; Ryan & Deci, 2017), we examined how employees' actual office attendance (measured as the amount of days per week) affects the satisfaction of their needs for autonomy, relatedness, and competence, and how co-presence moderates these relationships. Furthermore, building on the work design literature (Bakker & Demerouti, 2007), we investigated the mediating roles of work coordination stressors and task support as key interpersonal work characteristics (Colbert & Bono, 2016; Shao et al., 2021). Importantly, we proposed that more office attendance would result in higher needs satisfaction when co-presence was experienced as high compared to when it was experienced as low by employees.

We collected two-wave panel data, with a six-month interval, from 595 Belgian employees who were working at a large Belgian organization. In this organization, a hybrid work policy was adopted that enables workers to alternate between working in the office and remote work. Our hypothesized moderated mediation model was tested employing structural equations modelling using R with the Lavaan package.

Our findings showed that the relationship between office attendance and the satisfaction of autonomy and relatedness needs was mediated by task support. This indirect relationship was positive under high levels of co-presence - that is, when colleagues were often present together - compared to low levels of co-presence. We also found that the relationship between office attendance and all three basic psychological needs (autonomy, relatedness, and competence) was mediated by work coordination stressors. Specifically, more office attendance was associated with more coordination stressors, which in turn were linked to lower satisfaction of these psychological needs. Contrary to our expectations, this indirect relationship was not moderated by co-presence.

The findings of this study provide insights into the role of co-presence in determining when office attendance enhances employee motivation in hybrid work settings. Co-presence can enhance the supportive aspects of working onsite and thereby strengthen the motivational benefits of office attendance. However, it does not appear to shape the impact of office attendance on work coordination stressors. For organizations, this suggests that optimizing hybrid work settings requires more than encouraging office attendance - it calls for thoughtful scheduling that enables co-presence to enhance perceived task support, alongside intentional coordination strategies that reduce work-related coordination stress.

**S55**

### **Hybrid Work and Social Isolation**

Franzisca Fastje

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*Background:* Hybrid work has produced a distinctive social shock that complicates everyday coordination. In the wake of the COVID-19 pandemic, working from home (WFH) moved “from rare to mainstream” (Bloom et al., 2022, p. 18). Since then, hybrid work arrangements—where employees split time between home and office—have become the default in many organizations (e.g., Kelly, 2023). We argue that this shift produced a distinctive social shock, because workers were suddenly allowed (and sometimes expected) to return to the office while still uncertain about safety. Additionally, many organizations commonly constrain WFH intensity but not timing, resulting in idiosyncratic combinations of co-presence that are difficult to anticipate (cf. Parker, 2020). Hence, the freedom to alternate between the office and home further amplifies the complexity of hybrid work arrangements (Handke et al., 2024). Against this backdrop, we revisit a long-standing concern associated with WFH, which is social isolation. Defined as a perceived lack of social togetherness and support (Baruch & Nicholson, 1997), isolation is widely recognized as the main drawback of WFH (Cooper & Kurland, 2002; Golden et al., 2008), a conclusion echoed in a recent meta-analysis (Gajendran et al., 2024). However, most quantitative studies are cross-sectional, which limits causal inference and obscures how isolation emerges, peaks, and potentially subsides as WFH routines stabilize. A comprehensive review underscores the urgent need for longitudinal research to establish temporal ordering among antecedents (e.g., WFH intensity) and outcomes (e.g., job satisfaction) of social isolation (Sahai et al., 2021). Therefore, our study positions social isolation as a central social risk of WFH that must be understood as a dynamic, time-bound process.

*Method and Results:* Building on four waves of organizational data collected via the yearly employee engagement survey (2021 – 2025) at a large research-focused organization in the Netherlands (~4,000 full-time employees nested in units) and latent growth curve modelling, we aim to trace changes in WFH intensity, social isolation, and job satisfaction. Overall, we anticipate that feelings of isolation will decrease over time as WFH routines stabilize and job satisfaction increases in response to more predictable access to social resources (e.g., informal interactions), despite potential physical distance resulting from (hybrid) WFH. Data analysis is scheduled to take place in early 2026.

*Conclusion:* Taken together, this study will clarify how the “social shock” of hybrid work unfolded over time by tracing dynamic changes in WFH intensity, social isolation, and job satisfaction. By adopting a longitudinal design and latent growth curve modelling, we move beyond static snapshots of WFH to show whether—and how quickly—feelings of isolation subside as hybrid WFH routines stabilize and access to social resources becomes more predictable. In doing so, we position social isolation as a time-bound social risk rather than a fixed consequence of WFH, and we highlight the conditions under which hybrid work can support, rather than erode, employee well-being. Our findings will provide evidence-based guidance for organizations seeking to design hybrid arrangements that strike a balance between flexibility and coordinated co-presence, ultimately sustaining job satisfaction in the post-pandemic world of work.

**S56**

### **Hybrid Leadership: The Moderating Role of Co-Location for Daily Effectiveness of Leader Support**

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*Background:* Hybrid work arrangements—where employees alternate between working remotely and on-site—have become increasingly widespread. While virtual leaders face challenges such as building and maintaining social relationships due to physical distance and technology-mediated interactions (Bell et al., 2023), hybrid work offers leaders opportunities for interpersonal connection through days of co-location. Yet, it remains unclear whether leaders should reserve relation-oriented behaviours such as support for co-located days to capitalize on face-to-face interactions. Therefore, we investigate whether the same supportive leader behaviours are perceived and received differently depending on whether employees and leaders work in the same location on a given day. Drawing on social exchange theory, we propose that daily leader support fosters high-quality leader-employee relationships through perceptions of interpersonal warmth (i.e., perceiving the leader as caring and friendly) and intentionality (i.e., the sense that support was given deliberately). However, we argue that these underlying mechanisms depend on daily co-location—that is, whether employees and leaders are physically present in the same workplace. Specifically, we hypothesize a moderated mediation such that on co-located days supportive leader behaviours are more likely to foster a sense of interpersonal warmth as they allow for richer, face-to-face interactions, which translates into higher relationship quality. On dispersed days, however, leader support is more likely perceived as intentional because it requires conscious effort and initiative via digital communication, which in turn results in higher relationship quality.

*Method:* We conducted a daily diary study across ten workdays among 156 employees and 860 workdays. Each day employees reported their perceptions of leader support, interpersonal warmth, and intentionality after work, and their daily relationship quality with the leader at bedtime. Data collection is complete, but analyses are ongoing.

*Results:* Preliminary results from a two-level path model show that daily leader support is positively related to both perceived interpersonal warmth and intentionality which in turn relate positively to leader-employee relationship quality. Although there is a significant main effect of the moderator such that perceptions of interpersonal warmth are higher on co-located days compared to dispersed workdays, our current analyses do not support the hypothesized moderation effects of co-location.

*Conclusion:* This research contributes to knowledge on how hybrid leaders can maintain strong relationships with employees who work across different locations. While leaders might want to capitalize on the opportunity of face-to-face interactions during co-located workdays, our initial findings suggest that hybrid leaders should leverage both in-person and virtual interactions intentionally to sustain and foster the relationships with their employees.

**S57**

### **Hybrid Work, Autonomy, Break Skipping, and Exhaustion – A Longitudinal Study**

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*Background:* Hybrid work, particularly working from home, can have advantages (such as greater autonomy) and disadvantages (such as the potential for domain imbalance) for

employees. According to self-determination theory, the greater autonomy when working remotely can be a double-edged sword, having a positive or a negative effect on break taking behaviour and thus on exhaustion. The aim of this study is to examine the relationship between working from home, lack of breaks, and exhaustion, and to identify the conditions under which working from home and autonomy are associated with more or fewer breaks.

*Method:* We evaluated the four recent waves of the BAuA working time survey, which has been conducted every two years since 2015. We analyzed a total of 32,687 data points from 21,475 individual employees (Mage = 47.4 years, 47.1% women) with a random intercept cross-lagged panel model and a serial mediation model.

*Results:* The total effects show that working from home is associated with lower exhaustion at both the within- and between-person levels. At the within-person level, there is an indirect effect via greater autonomy and fewer skipped breaks. At the between-person level, there is also an indirect effect via greater autonomy but also via more skipped breaks. Additionally, we examined these relationships between working fully remote, fully from the office or hybrid. We controlled for the influence of gender, age, education, and weekly working hours. The data consists of self-reported information collected at two-year intervals, which does not allow for causal conclusions at the between-person level.

*Conclusion:* In general, working from home is beneficial because employees experience more autonomy and are less exhausted. However, the more frequent loss of breaks poses a threat to well-being (in the sense of higher exhaustion) and a challenge for occupational safety. Employees should take care not to skip their breaks, especially when working from home, as these are essential for well-being.

## S58

### **Performance at a Distance: A Meta-Analysis of Remote Work Usage and Intensity**

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The global rise of remote and hybrid work has renewed fundamental questions about how work design affects performance in distributed and digitally mediated settings. While research on remote work has grown rapidly over the past decade, findings on its performance effects remain inconsistent and often difficult to compare. One key reason is that studies frequently conflate voluntary remote work, where employees choose when and where to work, with the forced, large-scale transition during the COVID-19 pandemic, which fundamentally altered employee autonomy, organizational preparedness, and digital infrastructure. Moreover, theoretical perspectives on work design have yet to fully integrate the temporal, contextual, and voluntariness-related contingencies that shape the effects of remote work arrangements on performance outcomes. This meta-analysis addresses these gaps by systematically examining how the relationship between remote work and performance varies across degrees of voluntariness, measurement perspectives, and time periods.

We synthesize evidence from 82 quantitative studies including over 97,000 individual-level observations, 8,600 organizational-level data points, and emerging team-level evidence (N = 1,875). Using meta-analytic techniques, we estimated the overall relationship between remote work (usage and intensity) and performance outcomes.

Results indicate moderately positive effects of remote work on performance, strongest for self-rated ( $r \approx .19$ ), slightly weaker for supervisor-rated ( $r \approx .18$ ), and near-zero for objective performance measures ( $r \approx .11$ ). To distinguish voluntary from mandated remote work contexts,

we examined temporal patterns, finding that positive effects were negligible before COVID-19 but emerged primarily during the pandemic, with indications of further strengthening in the post-pandemic period. Hybrid work shows stronger positive associations with performance than fully remote arrangements.

By integrating temporal context and voluntariness into contemporary work design theory, this study clarifies when and why remote work enhances individual and collective performance. The findings reconcile previously inconsistent results, highlight the importance of adaptive capability in organizations, and advance theoretical understanding of autonomy, digital collaboration, and performance in hybrid work environments.

## **Symposium 12: Resource-oriented Interventions at Work: Ways to Improve Intervention Fit**

Chairs: Annekatrin Hoppe, Deirdre O'Shea, Alexandra Michel

Although many resource-oriented interventions are applied in the work context, research is still lacking which identifies ways to improve intervention fit to specific groups of workers and specific needs. This symposium addresses this gap by including several studies which examine the psychosocial work environment and psychosocial risk assessment as promising ways to better fit interventions to individual needs, as well as studies which focus on interventions for specific groups such as older workers, those with work ability needs, and for university students' experiencing heavy work and study demands.

The first paper will present first results of a review looking at prospective/longitudinal cohort studies examining changes in psychosocial work environment with changes in outcomes such as depression, anxiety, mental well-being. The second paper will present a study using multi-level risk modelling utilising AI. The authors will discuss the substantial potential for identifying and diagnosing problems that Occupational Health Psychology interventions should address. Combined these two presentations present practical ways better identify what interventions individuals may benefit from and how interventions can adapt to their changing needs. The remaining presentations consider the relevance of interventions for specific cohorts of individuals. The third paper presents findings from a meta-analysis evaluating the effectiveness of work-ability interventions, demonstrating how such interventions can target differing forms of demands and resources. The fourth paper will present results of a systematic review of effects of work interventions for older employees aiming to develop an intervention toolbox for organizational practices. Finally, the last paper will present the findings of a web-based intervention aiming to improve students well-being and student engagement. The symposium will close with a discussion and recommendations for future intervention research.

### **S59**

#### **Can Interventions Improve Work Ability?**

Gemma McCarthy<sup>1</sup>, Grant Brady<sup>2</sup>, Donald Truxillo<sup>3</sup>, Deirdre O'Shea<sup>3</sup>

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*Background:* Demographic trends show that many countries are experiencing decreasing birth rates (Osterman et al., 2024) and increasing life expectancies (Eurostat, 2023). As a result, the workforce is aging, and there are increased pressures on public systems (i.e., pensions). In response to this trend, researchers are increasingly seeking ways to support an aging workforce and extend working lives. One key predictor of labour force outcomes is a construct known as work ability, defined as one's ability to meet the physical, cognitive, interpersonal,

and emotional requirements of their job (McCarthy et al., 2024). As such, researchers in the organizational sciences are increasingly investigating strategies to support people's work ability. Despite increased research on interventions and WA, the literature has been limited in two key ways. First, the majority of WA interventions lack a theoretical underpinning, resulting in significant variations in their development. Second, although some studies have examined what types of interventions improve WA, it is unclear which approaches are most effective and for whom. To investigate the effectiveness of interventions to support WA, a meta-analysis was conducted.

*Method:* A comprehensive search was conducted using 5 databases (PsycINFO, Science Direct, Scopus, Web of Science, and PubMed). Our initial search resulted in 2,590 potential papers, including 1,237 duplicates. Based on our inclusion/exclusion criteria (e.g., pre/post study design), we screened the remaining 1,237 papers, resulting in a final number of 116 studies, including 135 intervention groups. We recorded moderators such as occupation, age, working status, methodological characteristics, and delivery modality, amongst others. Effect sizes were calculated using a random effects model. Cohen's *d* was used to quantify effect sizes.

*Results:* Overall, our meta-analytic findings indicate that work ability interventions increased WA ( $d = .26$ ,  $k = 153$ ; 95% CI = [.21, .30]); however, the heterogeneity statistics indicated significant variability in effect sizes ( $Q = 1004.82$ ,  $p < .01$ ;  $I^2 = 84.87$ ), warranting further investigation into factors that explain this variability. Drawing on the JD-R, the most effective interventions were those focused on increasing personal resources ( $d = .29$ ,  $k = 126$ ; 95% CI = [.24, .35]; e.g., psychotherapy, exercise programs), while the least effective interventions were those that focused on job resources (e.g., ergonomic training). Our subset analysis, specifically examining pre-post change in WA within the intervention groups compared to the control groups, found that intervention groups showed greater improvement in WA than the control groups ( $d = .30$ , 95% CI = [.21, .38]).

*Conclusion:* The majority of interventions in our meta-analysis were those that focused on increasing personal resources (i.e., psychosocial and health-based). While these interventions can be effective, our review highlights a lack of focus on job-demand interventions, and we encourage further research focused on redesigning jobs or enabling workers to craft their jobs to reduce hindrance demands. Although job resource-focused interventions in this review were not effective, none of them targeted known antecedents of WA (e.g., job control, supervisor support). As such, we encourage future WA intervention research to target recognized antecedents of WA (see Brady et al., 2020).

## S60

### **Proportionate Support for Workplace Mental Health: Towards a Transitional, Psychosocial Risk Modelling Paradigm for Occupational Health Psychology Interventions**

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*Background:* Occupational health psychology (OHP) interventions have been criticised for addressing employee health and well-being without first identifying the problem to be solved (Briner & Walshe, 2015). Intervention effectiveness is subject to individual and contextual boundary conditions (Clauss et al., 2018; Molina & O'Shea, 2020; Molina et al., 2024). As a result, many OHP interventions show variable effectiveness, whereby some workers improve whilst others show minimal benefit or deteriorate (Richardson & Rothstein, 2008).

Policy frameworks call for proportionate responses that scale intervention intensity to need (proportionate universalism; Marmot et al., 2010; WHO, 2022). Yet practice implements either universal programmes or reactive crisis responses when workers reach acute distress (LaMontagne et al., 2014). Why does this gap persist? The difficulty stems partly from organizations' polycontextual nature (Shapiro, Glinow, & Xiao, 2007; Stahl et al., 2023). Problems can reside at multiple levels: society, organization, team, interpersonal (psychosocial), or individual, while approaches focusing on psychosocial hazards at organizational or job level do not account for individual needs (Theorell et al., 2015; LaMontagne et al., 2014) and vice versa. Two workers facing identical hazards may have different distress levels and work ability trajectories. Personalisation across levels and foci is therefore needed.

*Method:* Multi-level risk modelling utilising AI holds substantial potential for identifying and diagnosing problems that OHP interventions should address, and could become central to prediction and prevention. Such models can reflect how vulnerability develops, fluctuates, and interacts with psychosocial and contextual boundary conditions over time. This type of modelling has not previously been operationalised in OHP interventions. Drawing on methodologies from the pan-European SHIELD project (Strategic Health Initiatives for Effective Disease Prevention), we demonstrate how psychosocial risks can be identified and modelled from large secondary datasets. These methods integrate time-varying dynamic risks with more static contextual and individual factors. This integration enables better matching of behavioural interventions to participant needs and current states. Thus, we propose a shift from undifferentiated intervention delivery to personalised interventions grounded in dynamic risk modelling.

*Results:* We outline a three-part framework for risk-stratified OHP interventions.

*Conclusion:* Risk stratification logic offers what currently does not exist: a framework to operationalise proportionate universalism. It enables evidence-based decisions about support intensity, addressing how universal approaches miss workers with greater need whilst over-resourcing those with lower need. Cross-disciplinary learning from chronic disease prevention provides systematic tools to implement policy principles the field already endorses. Future research will investigate whether stratified interventions improve outcomes compared to well-implemented universal programmes (LaMontagne et al., 2014).

## S61

### **Effects of Changes in Psychosocial Work Environment on Physical and Mental Health and Well-being of Workers: A First Update from a Living Systematic Review of Prospective Studies**

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*Background:* Upon consideration of the ever-changing organization and structure of workplaces and the need for up-to-date findings to inform guidelines, recommendations, and interventions, our aim was to establish and carry out a living systematic review to investigate the impact of such changes. More specifically this review seeks to understand how changes in the psychosocial work factors, including but not limited to job strain, effort reward imbalance, job

security, organizational justice, workplace bullying and violence, and in response to climate change and/or green digital transitions of the industry/organization, contribute to the onset, exacerbation, or enhancement of musculoskeletal health, mental health, and overall well-being among working individuals. This review addresses the following question: To what extent do changes in the psychosocial work environment contribute to the physical and mental health and well-being changes of individuals within the workplace?

**Method:** The living systematic review is being conducted with the application of the Navigation Guide (Woodruff & Sutton, 2011) and the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA; Page et al., 2021). The review protocol has been registered on the International Prospective Register of Systematic Reviews (PROSPERO), CRD42024573676, with regular updates planned through 2028. A robust search strategy has been developed with input from an interdisciplinary team of partners and peer reviewed in accordance with the PRESS Guidelines. Five electronic databases were included: (i) PsycINFO (EBSCOhost); (ii) PubMed; (iii) Web of Science Core Collection; (iv) Business Source Complete (EBSCOhost); and (v) CINAHL Plus (EBSCOhost). Eligibility criteria include prospective or longitudinal studies with at least two measurement points assessing changes in psychosocial work environment and linking with changes in relevant physical or mental health and well-being outcome. Assessments of the risk of bias and methodological quality of the included studies is guided by a modified version of the Navigation Guide quality of evidence assessment. Data synthesis will follow the established Synthesis Without Meta-Analysis (Swim) nine-item checklist/guideline.

**Results:** 4621 records were returned following execution of search and screened following removal of duplicates. 209 full-text studies were reviewed in full resulting in the inclusion of 48 full-text articles. Data extraction and quality appraisal is underway with first results to be presented at the conference, stratified by psychosocial work environment factor and outcome. A descriptive summary of the findings by exposure and outcome types, including the portion of studies reporting significant versus non-significant associations between the exposure and outcomes, will be provided in narrative form.

**Conclusion:** Synthesis regarding the prospective and longitudinal evidence for the impact of changes in the psychosocial work environment on changes in the health and well-being of workers is critical for informing and prioritizing workplace interventions and policy activity.

## S62

### **A Systematic Review of Interventions to Promote Successful Aging at Work**

Susanne Scheibe<sup>1</sup>, Antje Schmitt<sup>1</sup>, Donald Truxillo<sup>2</sup>, Gemma Mccarthy<sup>3</sup>, Alexandra Michel<sup>4,5</sup>, Michela Vignoli<sup>6</sup>, Maria Oancea<sup>7</sup>, Livia-Dana Pogan<sup>7</sup>, Horatiu Rusu<sup>7</sup>, Stanislava Stoyanova<sup>8</sup>, Beatrice I. J. M. Van der Heijden<sup>9</sup>, Maren Wright Voss<sup>10</sup>, Jing Wang<sup>1</sup>, Peter Bamberger<sup>11</sup>

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**Background:** The aging workforce represents a key societal trend which is increasingly impacting individuals, organizations, and societies in nearly all industrialized countries. There is also an increasingly rich and robust body of research documenting the many ways in which aging and age diversity impact organizational life. Importantly, studies point to a large heterogeneity in aging trajectories and outcomes at work, indicating differential preservation. This emerging knowledge base highlights various opportunities for developing and

implementing interventions to maintain or adaptively restore the ability and motivation to work across the lifespan (i.e., successful ageing). Based on these observations, Truxillo and colleagues (2015) reviewed the scientific literature on age and work interventions and found that very few such studies exist, and those that did were largely agnostic to lifespan psychological theories. Almost ten years later, several age and work interventions have been published but we lack a systematic overview of their nature and effectiveness. This study's primary aim is to take stock of the existing body of interventions to promote successful aging at work and start developing a toolbox of evidence-based and effective interventions for organizational practice. We seek to systematically map out the existing types of empirically tested interventions at the individual and group level, their effectiveness, mediating mechanisms, and moderators of intervention effectiveness. A secondary aim is to identify knowledge gaps and derive practical advice for future research on aging at work and appropriate interventions.

*Method:* Based on a preregistered protocol and PRISMA principles, we systematically searched three disciplinary databases (PsycInfo, MedLine, Business Source Premier) and one interdisciplinary database (Web of Science). Our search was guided by the Population-Intervention-Comparison-Outcome (PICO) framework: We sought to identify studies that explicitly considered the role of worker age (P), implemented an intervention that targeted change in person or job factors (I), and included pre- and post-measurements (C) of successful aging at work outcomes (O). We considered four types of outcomes: work motivation, job behaviour and performance, health and well-being, and career outcomes (e.g., retirement intentions).

*Results:* We retrieved about 46K records (about 32K records after deduplication). After screening the titles and abstracts, we retained 755 records for full-text screening. Full-text screening is currently underway. Subsequent stages will include data extraction and data synthesis. We will report findings and discuss next steps for leveraging our results for the development of a toolbox of evidence-based practice to promote successful aging at work.

*Conclusion:* This review will provide a comprehensive database of empirically tested interventions to facilitate successful aging at work across three disciplines (psychology, medicine, and management). Findings will allow us to take stock of this scattered literature, check consistency with current lifespan psychological theories, and identify future research needs. Practitioners can use the database to identify context-appropriate and evidence-based strategies that they can implement to help workers age more successfully at work.

## **S63**

### **FlexAbility for Students: Evaluation of a Web-based Intervention on Students' Well-being and Health**

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*Background:* Faced with high demands during their studies, university students' health and well-being often is lower than their non-studying peers. Building on the study demands-resource (SD-R) model (Lesener et al., 2020), this study evaluates, whether the FlexAbility self-regulation intervention (Althammer et al. 2025; Michel et al., 2024, 2023) could be transferred to university students' study context.

*Method:* Using a randomized wait-list control group design we evaluated whether intervention participation could promote students' self-regulation, student engagement, performance, and well-being, while decreasing student burnout and health impairment. 227 students participated

in the intervention study. Self-regulation, student engagement, student burnout, health impairment and well-being were assessed before the six week-intervention (T1), directly after the intervention (T2) and three weeks later (T3).

*Results:* In line with our hypotheses, analysis results revealed that self-regulation, performance, and well-being were higher at T2 in the intervention group (IG) compared to the control group (CG). In addition, student burnout and mental health impairment were lower in the IG than the CG at T2. At T3 self-regulation and performance are still higher in the IG than the CG. Unexpectedly, student engagement was not increased in the intervention group.

*Conclusion:* The FlexAbility student intervention is a promising mean to promote students' self-regulation, performance, mental health, and well-being, while decreasing student burnout. Study limitations and implications for future research will be discussed at the end of the conference paper.

### **Symposium 13: Health-oriented Leadership in Challenging Contexts: Understanding Mechanisms, Dyadic Transmission Effects, and Boundary Conditions**

Chairs: Katharina Bruhn, Annika Krick

Health-oriented leadership (HoL) is a key framework for understanding how leaders' health-related attitudes and behaviours toward themselves (SelfCare) and their employees (StaffCare) shape occupational health. HoL encompasses leaders' own SelfCare—prioritization, awareness, and promotion of the individual health—and StaffCare—prioritization, awareness, and promotion of employees' health, while also emphasizing employees' responsibility for their own health (Employee SelfCare). These dimensions jointly foster sustainable health in the workplace. Building on this framework, the symposium presents a current meta-analysis which is followed by four current studies on HoL that jointly advance the understanding of mechanisms, dyadic transmission effects, and contextual conditions that enable or hinder HoL across diverse work settings.

First, Rigotti and colleagues present a comprehensive meta-analysis on HoL, examining the interrelations between SelfCare and StaffCare, their associations with health, performance, and attitudinal outcomes, and key antecedents of HoL. This synthesis provides a solid empirical foundation and highlights areas for future research. Second, Fröhlich and colleagues focus on the leaders' health-related role model effect, extending it to the sensitive domain of mental health disclosure. Their two studies further explore how working-from-home intensity and communication patterns influence this role model effect. Third, Beyerlein and colleagues explore the conditions helping leaders to transform awareness of employee warning signals and strain into supportive action. Drawing on goal-conflict theory, their experimental vignette study investigates how performance-goal pressure, upper-level leaders' StaffCare, and team-level PeerCare, and their interaction shape leaders' health-oriented responses to early warning signals. Fourth, Pischel and colleagues examine the relationship between StaffCare, disclosure, and sickness absence, addressing whether the benefits of StaffCare persist when employees experience acute health deterioration. Using samples from both leaders and employees, the study provides new insights into boundary conditions of HoL effectiveness. Finally, Bruhn and colleagues investigate HoL in digital work settings. Comparing virtual reality (VR) with video conferencing, they explore how communication modes affect the awareness of warning signals and employees' willingness to disclose personal health-related issues.

Together, these studies offer valuable insights into current research on HoL. The symposium underscores the importance of leaders as role models, supportive organizational climates, and adaptive leadership behaviours that promote health in increasingly complex and digital work environments. It emphasizes how workplace, individual, social, and technological conditions shape leaders' capacity to foster healthy and supportive work environments.

## Caring to Lead, Leading to Care: Meta-Analytic Insights into SelfCare, StaffCare, and Employee Health

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*Background:* Health-oriented Leadership (HoL) integrates health-specific attitudes and behaviours of leaders and employees into three components—leader SelfCare, employee SelfCare, and leader StaffCare—each comprised of value, awareness, and behaviour. While primary studies suggest that HoL relates to better health and work outcomes, evidence is scattered across designs, sectors, and contexts. We present a systematic review and meta-analytic synthesis that (a) quantifies the associations of StaffCare and SelfCare with health and work outcomes, (b) examines potential predictors.

*Method:* Eligible studies for the preregistered meta-analysis sampled employed participants (i.e., follower–leader context present) and reported associations of SelfCare and/or StaffCare with outcomes in at least one domain: general, mental, or physical health/impairment, performance, or job-related attitudes. We additionally included studies examining antecedents of HoL at five levels: workplace, individual, employee–team interaction, organizational, and broader context. Observational and experimental designs were eligible; no limits were set on year, language, or publication status (peer-reviewed, grey, or unpublished). Information sources were Web of Science Core Collection, PSYINDEX, APA PsycArticles/PsycInfo, Scopus, and Google Scholar, complemented by forward citation searches, ProQuest dissertations, author/network outreach for unpublished data, and hand searches. Records were deduplicated and screened in Rayyan by two independent reviewers at title/abstract stage; full-text eligibility decisions followed a calibrated protocol, with 10% double-coded to estimate agreement. Data extraction used a piloted, standardized form. Random-effects meta-analyses will be performed on Fisher- $z$ -transformed effect sizes. Planned moderator tests will contrast (a) leader vs. employee role for SelfCare–outcome links, (b) HoL facets (value, awareness, behaviour), and (c) design type (experimental vs. observational) and contextual features. We compare effects across outcome domains and synthesized antecedent–HoL associations meta-analytically where possible, with narrative integration otherwise. We also document the evolution and usage of HoL questionnaire versions and minor adaptations across studies.

*Results:* Out of 2213 initially identified records, 142 records are included in the systematic review and meta-analysis. Fulltext screening and coding has been completed, and we are currently working on structuring the data for multilevel meta-analyses. As many records report on multiple study samples and multiple bivariate correlations relevant to our research questions, we can include 5761 effect estimates on the different relationships between SelfCare, StaffCare, various predictors and outcomes. Results will be presented in the symposium, along with an outlook on future improvements, and existing research gaps.

*Conclusion:* The synthesis underscores HoL as an effective and actionable lever for employee and leader health. Interventions should jointly develop StaffCare and SelfCare capabilities, reduce role conflict and ICT hassles, strengthen organizational health climate, and shore up resources, particularly under high demands, crises, and hybrid work. Research priorities include harmonizing measures, expanding longitudinal/experimental and cross-level designs, clarifying role-model pathways, and probing contextual contingencies across sectors and cultures.

## S65

### **Lost in Transmission? The Role of Communication and Working from Home in Shaping Leaders' Health-Related Role Model Effect**

Lene S. Fröhlich<sup>1</sup>, Annika Krick<sup>1</sup>, Jörg Felfe<sup>1</sup>, Sarah Pischel<sup>1</sup>, Anna Ernsting<sup>2</sup>

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*Background:* According to the Health-oriented Leadership (HoL) model (Franke et al., 2014), leaders can act as SelfCare role models for employees, a mechanism grounded in Social Learning Theory (Bandura, 1969). While previous research demonstrated this effect for general health behaviours, it remains unclear whether it extends to sensitive forms such as the disclosure of mental health problems. In addition, while some facilitating and hindering factors have been identified (Fröhlich et al., 2025), the role of interactional and contextual factors—such as communication dynamics and Working from Home (WfH) intensity—has not been fully explored. Therefore, this study examines (1) whether leaders' role model effect for general SelfCare extends to disclosure behaviours, and (2) whether communication dynamics and WfH intensity moderate these effects.

*Method:* Two cross-sectional studies were conducted in Germany among employees who worked partly from home. Employees rated their own and their leaders' SelfCare behaviours; Study 2 (pharmaceutical company; N = 198) additionally assessed the disclosure of mental health problems. Moderators of the role model effect were also measured. Both studies included communication frequency and WfH intensity. Study 1 (public service organization; N = 227) additionally assessed informal communication, while Study 2 assessed communication barriers.

*Results:* Multiple regression analyses showed that leaders' health behaviours positively predicted employees' corresponding behaviours, supporting the general SelfCare role model effect and the extension to the disclosure of mental health problems. Contrary to expectations, communication frequency did not enhance these effects, and WfH intensity did not weaken them. However, informal communication strengthened leaders' SelfCare role model effect, whereas communication barriers weakened the SelfCare and disclosure role model effects.

*Conclusion:* Findings indicate that the HoL model's SelfCare role model effect (Franke et al., 2014) extends to the disclosure of mental health problems, highlighting leaders' pivotal role in promoting employee health. Organizations should raise leaders' awareness of their influence, and leaders should foster conditions that support role modelling, including regular informal check-ins and transparent communication to reduce barriers. Although cross-sectional data limit causal inference, results underscore the importance of communication dynamics in amplifying or diminishing the health-related role model effect. Future studies should replicate these findings longitudinally and experimentally to strengthen the robustness of the observed effects.

## S66

### **Do Leaders Help When It Counts? The Role of Goal Conflict, Upper-Level Role Models, and Caring Teams**

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*Background:* Leaders play a central role in recognizing and responding to early warning signals of employee strain. Timely support can prevent negative outcomes for employee well-being and organizational functioning. Yet, leaders do not always act, even when they notice signals of

strain, creating a relevant gap between awareness and action. To better understand this gap, this experimental vignette study investigates contextual and psychological factors that foster or hinder health-oriented leadership (HoL) when leaders are confronted with an employee showing warning signs. Building on goal-conflict theory, we propose that performance-goal pressure can undermine leaders' intentions to support their employees. When leaders experience a conflict between performance demands and health-supportive goals, their health-related intentions may be suppressed in favour of performance objectives. As a result, leaders may deprioritize supportive behaviours, even when they recognize signs of employee strain. Beyond goal conflict, we examine two social-contextual influences: upper-level leaders' HoL and team-level peer care. Upper-level leaders serve as important role models who also communicate organizational expectations. Thus, health-supportive behaviour from higher-level leaders may encourage leaders to engage in HoL themselves, whereas an uncaring superior may signal that health-supportive behaviour is not valued or appropriate, thereby discouraging intervention. Team-level peer care represents a social norm cue that may operate in two directions. On one hand, a caring team climate may highlight the importance of supporting colleagues, thereby strengthening leaders' motivation to respond. On the other hand, in situations marked by competing goals, leaders may interpret strong peer care as an opportunity to rely on others to provide support, potentially reducing their own willingness to intervene. This makes peer care an important boundary condition in the context of leadership behaviour under goal conflict.

*Method:* We employ a  $2 \times 2 \times 2$  mixed-factorial vignette design. Performance-goal pressure and therefore goal conflict (high vs. low) and upper-level HoL (present vs. absent) are manipulated between participants, while peer care (present vs. absent) is manipulated within participants. Leaders' intended health-supportive responses are the primary outcome.

*Results:* Data collection is ongoing. We expect goal conflict to reduce leaders' intentions to provide health-supportive responses. Conversely, upper-level HoL and peer care are expected to foster supportive behaviour. We further anticipate interaction effects, such as buffering effects of supportive upper-level leadership and potentially ambivalent effects of peer care under high goal conflict.

*Conclusion:* This study advances understanding of why leaders may fail to act on employee strain despite recognizing warning signs. By examining goal conflict alongside organizational and social contextual cues, we identify conditions that promote or undermine health-oriented leadership. These insights may inform interventions aimed at strengthening supportive leadership behaviour and reducing the disconnect between awareness and action in employee well-being management.

## S67

### **Leading Through Mental Health Challenges: Understanding the Links Between Health-Oriented Leadership, Disclosure, and Sickness Absence**

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*Background:* Mental health problems are among the leading causes of sickness absence in modern workplaces. Yet, many employees hesitate to disclose mental health struggles, often fearing stigma or negative consequences. Leaders play a crucial role in shaping whether employees feel safe to speak up and seek support. This research draws on the Health-Oriented Leadership (HoL) model to explore how staff care (i.e., leaders' awareness, value and health-oriented behaviours regarding employee health) relates to disclosure and sickness absence, particularly when employees experience mental health deterioration.

*Method:* Three cross-sectional studies were conducted among (1) healthy employees (N1 = 148), (2) employees reporting severe mental health issues or a clinical diagnosis (N2 = 338), and (3) leaders rating one team member (N3 = 91). Online surveys measured staff care, employees' health deterioration, disclosure intentions or behaviour, and sickness absence. Moderation analyses were conducted to examine whether employees' health deterioration influences the relationships between staff care, disclosure, and sickness absence.

*Results:* Across studies, staff care was consistently positively associated with disclosure. In study 1, the positive association between staff care and disclosure was unexpectedly stronger among employees with low rather than high health deterioration, although it remained significant for those with higher deterioration. In studies 2 and 3, the interaction between staff care and health deterioration was not significant. Nonetheless, a perceptual gap in the simple slopes emerged: leaders with low staff care still expected disclosure from employees showing strong health deterioration (study 3), whereas these employees reported greater intentions to conceal their condition (study 1). Staff care was negatively related to sickness absence only in study 2, and this association was stronger when employees reported higher levels of health deterioration.

*Conclusion:* Staff care appears most relevant for encouraging disclosure in early health decline and reducing absence during acute deterioration among those already affected. Differences in leader-employee perceptions may impede early support. Organizations can address this by promoting health-oriented leadership practices and training leaders to recognize early warning signs.

## **S68**

### **Seeing Less, Saying More: The Paradoxical Effects of VR on Warning Signal Awareness and Disclosure**

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*Background:* As remote and digital work become increasingly common, leaders face new challenges, not only in maintaining the quality of collaboration but also in fulfilling their role as health-oriented leaders. Physical distance in digital settings may make it more difficult to recognize subtle signals and cues that indicate strain or health issues. At the same time, it could hinder the creation of psychologically safe and supportive environments. Yet both aspects are essential components of Health-oriented Leadership, particularly in fostering early awareness, timely intervention, and encouraging employees to disclose health-related concerns. While empirical research has already identified these limitations in video-conferencing contexts, it remains unclear whether immersive Virtual Reality (VR) can overcome them and offer a superior alternative. We build on Media Richness Theory, which suggests that leaders may communicate more effectively in complex and sensitive situations when the medium allows for immediate feedback and multiple communication cues. VR could be considered a richer medium than video conferencing because it provides a more immersive experience, strengthens social presence, and makes nonverbal signals, such as gestures, posture, and spatial orientation, more accessible. Therefore, VR, as a digital communication tool, may provide leaders with better conditions to fulfil Health-oriented Leadership tasks, including early recognition of warning signs and encouraging employees to share personal concerns more openly.

*Method:* In our experimental study using a between-subjects design, we compared three communication contexts: face-to-face, video conferencing, and VR. Participants were randomly assigned to triads and to one of the three conditions. Each team completed a structured decision-making task designed to simulate team collaboration. After each condition, participants were asked to what extent they would be able to recognize warning signals in their team members and how willing they were to disclose personal concerns.

*Results:* First statistical analyses indicate that, contrary to expectations, there were no significant differences in awareness of warning signals, although trends favoured VR over video conferencing. However, VR exceeded video conferencing in increasing participants' willingness to open up emotionally, leading to higher levels of personal disclosure.

*Conclusion:* These first findings may suggest implications for designing work environments. For leadership, this underscores VR's potential to foster deeper interpersonal connections and trust among team members, essential for Health-oriented Leadership in remote and digital contexts.

## **Symposium 14: Making Hybrid Work Work: Understanding the Dual Nature of Flexible Work Arrangements**

Chairs: Dana Unger, Laurenz Meier, Wladislaw Rivkin

Hybrid work models promise autonomy and reduced strain, yet they may also fragment attention, blur boundaries, and jeopardize inclusion and careers. This symposium integrates daily diary, multi-wave, and multisource research to illuminate how hybrid work affects employees' functioning and well-being through key psychological mechanisms and is modulated by different contextual factors.

The first paper by Dépraz et al. compares home-office and on-site days using a 10-day daily diary design to examine psychological need satisfaction as the pathway to daily job satisfaction. Grounded in Self-Determination Theory, their study shows that working from home enhances autonomy and competence satisfaction but reduces relatedness satisfaction. These nuanced findings highlight the important needs-specific mechanisms through which remote work can facilitate job satisfaction. The second paper by Alshaikh et al. explores how flow experiences while working remotely can facilitate well-being and performance across domains through reduced work-home interruption behaviours. Their 10-day daily diary also highlights how morning mindfulness can compensate for the beneficial role of flow experiences in reducing work-home interruption behaviours. This study uncovers how remote workers can stay focused during the day to promote work functioning and home well-being.

The third paper by Radaca et al. investigates how starting the day with one's romantic partner fosters reattachment to work through brief communication before work. Their diary data reveal that such morning exchanges initiate affective and motivational processes that enhance daily task performance, for employees who work remotely and on-site. The fourth paper by Huber et al. examines how daily work location shapes job performance through changing one's resources (coworker support) and demands (distractions and intrusions). Drawing on the Job Demands-Resources model, their 10-day diary study shows that the effects of remote work depend on task characteristics - collaboration and concentration demands - revealing how work context and task type jointly shape performance outcomes. Finally, Song et al. investigate electronic performance monitoring as a double-edged sword for employee well-being. In a multi-wave, multisource field study, they show that monitoring reduces role ambiguity (resource gain) but increases self-control demands (resource depletion), with servant leadership buffering its negative effects.

Collectively, this symposium highlights psychological processes and boundary conditions that can be leveraged to support the well-being and performance of hybrid workers. Discussant, Unger, will integrate these insights and outline implications for theory, practice, and policy, aligning with the EAOHP 2026 theme, "Mental Health at Work: From Research to Policy and Practice".

## **S69**

### **Working Here or There: A Daily Study of Work Location, Basic Psychological Needs, and Job Satisfaction**

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As hybrid work becomes a defining feature of modern employment, understanding how daily work location shapes employee experiences is of growing theoretical and practical importance. Grounded in Self-Determination Theory (SDT), this study investigates how working from home (WFH) versus in the office relates to employees' daily satisfaction of psychological needs - autonomy, competence, and relatedness - and, in turn, to their job satisfaction. Whereas prior research has primarily examined WFH as a between-person variable (e.g., comparing remote workers and office-based workers) or focused on the overall extent of WFH across longer timeframes, the present study adopts a within-person approach to capture how daily fluctuations in work location relate to employees' psychological experiences and job satisfaction.

Using a 10-day daily diary design (N = 253 participants; 1,976 end-of-the-day observations), we conducted multilevel mediation analyses to examine within-person effects. On days when employees worked from home, they reported significantly higher autonomy and competence satisfaction, but significantly lower relatedness satisfaction. Daily competence and relatedness satisfaction were positively related to job satisfaction, whereas autonomy satisfaction was not significantly related to job satisfaction. Additionally, WFH had a significant positive indirect effect on job satisfaction through increased competence, and a significant negative indirect effect through decreased relatedness satisfaction. However, the total indirect effect was non-significant, and overall, working from home (versus working in the office) did not relate significantly to job satisfaction at the daily level.

These findings suggest that while WFH can enhance employees' feelings of effectiveness and control, it may simultaneously limit opportunities for social connection and informal interaction. This underscores the nuanced and need-specific trade-offs associated with flexible work arrangements. By capturing within-person variation across multiple workdays, this study contributes to the growing literature on remote and hybrid work by offering ecologically valid, daily-level insights into how work location relates to employees' psychological need satisfaction and job satisfaction.

## **S70**

### **Are You in the Zone when Working from Home? How Remote Workers' Daily Flow Experiences Promote Daily Well-Being Through Reduced Work-Home Interruption Behaviours**

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Telework has surged since the COVID-19 pandemic, raising questions about how employees can maintain productivity and well-being in less structured environments. Drawing on the Work–Home Resources (W–HR) model and self-regulation theory, we examine how teleworkers' flow experiences (e.g., states of deep immersion and intrinsic motivation) act as volatile personal resources that reduce work–home interruption behaviours and thereby enhance functioning and well-being across domains. We further propose that mindfulness, a state of present-moment awareness, substitutes for flow on days when immersion is harder to achieve by enabling deliberate self-regulation.

We test the proposed research model with data from a 10-day experience sampling study with teleworkers (N = 87; 607 daily observations) during the first COVID-19 lockdown. Participants completed four daily surveys assessing morning mindfulness, afternoon flow experiences, work-home interruption behaviours before the end of the workday, and evening indicators of functioning (work engagement, need for recovery) and well-being (subjective vitality, regulatory resource depletion).

Our Multilevel path analyses show that daily flow experiences were negatively associated with work-home interruption behaviours, which in turn mediated its relationships with all four outcomes. On days when teleworkers experienced higher flow, they reported greater work engagement and subjective vitality, as well as lower need for recovery and regulatory resource depletion. Furthermore, these indirect effects were weaker on days with higher morning mindfulness, supporting the hypothesized substitutive role of mindfulness.

This study offers insights into how teleworkers can stay productive and healthy by fostering flow-conducive conditions and incorporating brief mindfulness practices into daily routines. We extend the W–HR model by framing flow as a volatile personal resource that enhances functioning and well-being across domains through effortless self-regulation and cross-domain enrichment. Reduced work-home interruption behaviours emerge as a key mechanism in this process, and mindfulness serves as a complementary resource when flow is harder to achieve, enabling less effortful self-regulation through distinct pathways. Our study suggests that teleworkers can enhance functioning and well-being by focusing on tasks with a high challenge-skill balance, minimizing interruptions, and setting clear boundaries. When flow is harder to achieve, brief mindfulness practices offer an effective alternative for maintaining focus and energy. Organizations can support these efforts by creating flow-conducive conditions and offering mindfulness-based training to help employees manage interruptions and sustain self-regulatory resources.

## S71

### **Darling, Let's Talk about Work: Reattachment Via Communication with Romantic Partners and its Daily Links to Job Performance**

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*Background:* Research in the field of occupational and organizational psychology has increasingly documented the benefits of employees mentally reconnecting to work before starting their working day (reattachment to work). However, the effects of this process on daily work performance and the underlying psychological processes have not yet been sufficiently investigated. Furthermore, previous studies have predominantly conceptualised the process of morning reattachment as an individual cognitive activity that takes place in a solitary context. However, this assumption neglects the fact that many individuals do not spend the time before work in isolation, but rather in interaction with others. For individuals in romantic relationships, it is therefore evident that the romantic partner plays a central role in this social context. Since morning routines often take place in shared social situations, it seems plausible that romantic

partners influence each other's affective and motivational states, thereby helping to shape the quality and effectiveness of reattachment to work. Despite its theoretical and practical relevance for understanding how romantic relationship dynamics relate to work-related psychological processes, the role of the romantic partner in morning reattachment to work has not yet been empirically examined. However, in line with the episodic process model of affective influences on performance (Beal, 2018), we argue that daily interactions with a romantic partner before starting the workday (reflecting reattachment to work via communication with the partner (RWCP)) initiate affective and motivational processes that, in turn, facilitate daily task performance.

*Method:* To investigate this assumption, we conducted a diary study over ten working days with four measurement points per day. In total, we collected and analyzed daily survey data from 134 workers (606 days) who were part of a romantic relationship. We also checked on which days employees worked from home or from the company.

*Results:* The results show that task performance on home office days was slightly lower than on working days in the office. However, this contextual factor did not affect the mediation mechanism: irrespective of whether employees worked from home or at the workplace, affective and motivational processes were initiated through morning RWCP.

*Conclusion:* Overall, our findings support the proposed hypotheses and suggest that RWCP trigger affective and motivational processes, which are beneficial for daily task performance. These findings have both practical and theoretical implications. For practitioners, this paper provides recommendations on how both organizations and individuals can benefit from the study's findings. Limitations and possible directions for future research are also discussed.

**S72**

### **Where You Work, How You Perform: Daily Dynamics of Work Location, Job Characteristics, and Performance**

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Remote work has transformed the way employees experience their jobs, yet much of the existing research treats work location as a static condition rather than a fluctuating daily reality. To understand how changing between working remotely and on-site affects employees' experiences and performance, we adopt a within-person perspective. Drawing on job demands–resources (JD-R) theory, we examine how work location on a given day shapes job characteristics that serve as daily demands (intrusions, distractions) and resources (coworker support), and how these, in turn, influence two key facets of performance: task and extra-role performance.

We propose that on days when employees work remotely, they experience fewer intrusions and distractions, as physical separation from colleagues allows greater control over interruptions. At the same time, working remotely may limit opportunities for spontaneous interactions and coworker support, which can undermine performance aspects, in- and extra-role, that depend on social exchange. Thus, remote work may yield a mixed pattern - reducing task-interfering demands while restricting access to social resources that facilitate performance. Furthermore, we suggest that the type of tasks employees engage in on a given day moderates these processes. Specifically, task characteristics may amplify or buffer the influence of daily job experiences on performance. We specifically look at tasks' concentration and collaboration needs and how they affect the relationship between the aforementioned characteristics and performance.

To test these propositions, we conducted a daily diary study with 253 employees providing 2,336 daily observations. Multilevel analyses with random slopes will examine within-person associations between daily work location, job characteristics, and both task and extra-role performance, as well as the moderating role of daily task type. Preliminary analyses are currently being conducted, and final results will be presented at the conference.

Our study contributes to research on remote work and performance by shifting attention from between-person comparisons to the dynamic within-person processes unfolding from day to day. By simultaneously investigating demands, resources, and two facets of performance, this study provides a fine-grained understanding of the mechanisms through which daily work location shapes how employees perform - not only what they do, but also how they contribute beyond formal role requirements.

### S73

#### **Guided or Guarded? The Double-Edged Sword Effects of Electronic Performance Monitoring on Employee Well-being**

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Technological advancements and the widespread adoption of remote and hybrid work have intensified organizations' concerns about employee performance visibility, leading to the increased prevalence and intensity of electronic performance monitoring (EPM) (Ravid et al., 2023). Our study contributes to this field by exploring the implications of EPM on employee well-being. Drawing on the Limited Strength Model of Self-Control, which proposes that acts of self-control such as controlling one's impulse and emotions, resisting distractions and overcoming inner resistances deplete regulatory resources (Muraven & Baumeister, 2000), we argue that on the one hand EPM can decrease self-control demands by reducing role ambiguity about work goals, structure, and task expectations. When employees clearly understand what is expected of them and receive timely feedback, they can focus more effectively and experience less uncertainty, making self-regulation less effortful. On the other hand, EPM requires employees to overcome inner resistance by pressuring employees to persist on tasks that may feel externally imposed or personally uninteresting. The awareness of being constantly observed can heighten the perceived need to comply with organizational expectations, prompting employees to expend additional volitional effort to perform in line with monitoring standards throughout the workday. Furthermore, building on the established role of self-regulation in employee well-being (Lian et al., 2017), we argue that these dual resource-building and -draining pathways jointly shape employee well-being, manifested in work anxiety (i.e., feelings of nervousness and apprehension about accomplishing job tasks; Eysenck et al., 2007) and subjective vitality (i.e., a sense of aliveness and energy; Nix et al., 1999). Moreover, supervisors, as both primary users of EPM data (Wolff et al., 2024) and relational leaders, can provide critical social resources that help employees manage the processes of resource depletion and replenishment. In this regard, servant leadership, which is people-centred and prioritizes fulfilling employees' well-being and growth (Liden et al., 2008; Eva et al., 2019), serves as a crucial complement to technology-based EPM. We therefore examine servant leadership as a moderating factor that amplifies EPM's benefits and mitigates its costs for well-being.

Our hypotheses were tested in a multisource, multi-wave field study with professionally diverse employees, where supervisors assessed EPM, and employees reported on all other measures (N = 235). Results supported our proposed relationships. Specifically, EPM improved employee well-being by reducing role ambiguity, yet simultaneously impaired well-being by increasing

self-control demands associated with overcoming inner resistance. Our findings carry important theoretical and practical implications, as EPM's impact on employee well-being not only affects organizational performance (Wright & Cropanzano, 2000) but also has societal relevance, given the links between employee well-being and broader societal costs, such as healthcare demands (Johnson et al., 2020).

### **Symposium 15: Flex in Focus: A Multi-Level, Multi-Method, Multi-Sample Exploration of the New Way of Working**

Chairs: Niamh Dawson, Hannah Collis

Hybrid and flexible work practices have become defining features of contemporary work, offering workers autonomy over when and where work occurs. Yet these arrangements also introduce new psychosocial dynamics with important implications for health, well-being, and inclusion. This symposium brings together five studies examining flexible work across levels and methods. Together, these papers demonstrate that hybrid work is a multi-level phenomenon with far-reaching consequences for well-being, inclusion, and organizational fairness. The symposium offers evidence to inform interventions and policies that promote mentally healthy and equitable flexible work.

The first paper examines how autonomy is negotiated in hybrid work using a 10-day audio-diary methodology. Drawing on a socio-technical lens, they show autonomy to be fluid, dynamic, and socially embedded, shaped by spatial practices, organizational contingencies, technological demands, and interdependencies. Findings reveal how hybrid work can simultaneously enable and constrain employees, with implications for well-being, and the paradoxes of flexibility. The second paper explores the "Sunday Night Blues" in the context of hybrid work. Interviews with managers and employees identified several themes surrounding work transitions, well-being and flexible working, such as the ability to work from home on Mondays, which buffered feelings of dread on Sunday evenings. These results provide insights into how flexible working may support well-being in relation to work transitions and recovery. The third paper investigates the benefits of hybrid work for neurodivergent workers. Using a three-wave survey, the study explores whether working from home reduces self-monitoring demands often experienced by neurodivergent workers, subsequently improving well-being. This work demonstrates how hybrid arrangements may serve as a resource for neurodivergent employees, reducing inequality and supporting sustainable careers. Moving to interpersonal processes, the fourth paper presents a 10-day daily diary study investigating how hybrid work shapes workplace gossip. Examining employees who shift between home and office, the study explores daily gossip behaviours and their links with belonging, social influence, job satisfaction, and goal progress - key psychosocial resources in hybrid environments. The final paper adopts a macro-organizational perspective using data from over 10,000 Australian organizations. Four distinct flexibility profiles emerge, each with different implications for women's leadership representation and pay equity. The findings highlight a paradox: broad flexibility supports women's advancement but can coincide with poorer pay outcomes, underscoring the need for careful organizational and policy design.

**S74**

#### **Negotiating Autonomy Across Time and Space: Audio-Diary Reflections from Hybrid Work**

Helen Hughes, Matthew Davis

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The rapid emergence of hybrid working disrupted workplaces globally and presents opportunities to reimagine the workplace. Hybrid work is often anticipated to offer employees

increased autonomy, flexibility over schedules, and control over work locations, aiding work-life balance and well-being. However, hybrid workers rarely work in isolation, raising questions about the extent to which employees can truly exert individual autonomy. While studies have explored location autonomy and resources in hybrid workplaces, autonomy is generally assumed to be a static concept.

This study investigated the routinized and daily experience of autonomy as employees navigate their hybrid workplace. Hybrid workers from professional service functions in a large UK public sector organization recorded daily audio diaries and took photographs over 10 days, providing real-time reflective accounts (producing 296 diary entries, 952 minutes of recording and 247 photographs). Using a socio-technical systems lens and an abductive approach, the study found autonomy to be a dynamic concept operating between group and individual levels, changing with time and space. Four themes emerged from the analysis: 1) Spatial crafting; 2) Organizational contingencies and constraints; 3) Territoriality and spatial uncertainty, and; Temporal dynamics.

The socio-technical lens reveals autonomy to be a dynamic concept operating between group and individual levels, changing with time and space, mediated by technology. Findings demonstrate that far from being less location dependent, spatial dimensions have a far-reaching influence within the hybrid work experience, affecting a broad range of individual and group outcomes, including well-being, work-family conflict and perceptions of autonomy. The finding indicate that hybrid working is a socially embedded phenomenon and that such dimensions influence employee experiences, even under situations where work is completed in isolation or activities are solo in nature. Such observations suggest a darker side to hybrid work and to the paradoxical nature of empowerment. Temporal cycles and loops within the data demonstrate that hybrid work arrangements are often more fluid than typically considered in research conceptualization and measurement. Implications for socio-technical theory and practice are discussed.

## S75

### **Beating the Sunday Night Blues: The Role of Hybrid Work**

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This paper explores the phenomenon of the Sunday Night Blues and whether hybrid work has an impact on people's Sundays. We conducted qualitative interviews with 33 participants (employees and managers) from two organizations, using purposive sampling. Data were analyzed using a grounded theory approach. Emerging themes revealed that experiencing the Sunday Night Blues (currently or in the past) was associated with a range of feelings and thoughts such as nervousness, dread, negative thoughts about work and preoccupation with work events and tasks in the week ahead. Contrary to common wisdom, this was not limited to low job satisfaction: employees who enjoyed their job reported feeling down on Sundays, too. Participants reported that several factors contributed to experiencing the Sunday Night Blues such as internal pressures to prove oneself, need for control and productivity, a busy week ahead and perceived work demands. Participants also reflected on how their experience of remote working during COVID and hybrid working post COVID impacted their Sunday Night Blues. Findings showed that employees experiencing the Sunday Night Blues valued having flexibility and being able to work from home on a Monday as this eased their transition into the work week. Having the prospect of working from home on a Monday reduced their feelings of dread and worry on a Sunday evening. However, some participants shared that not going to the office and missing out on social contact made their experience of the Sunday Night Blues worse. Participants also deliberated on how their Sundays were affected by the type of

meetings they had on Mondays. From a theoretical perspective, results contribute to understanding recovery experiences as people transition into the work week. We will also discuss practical implications for hybrid work and work design and the extent to which managers can influence these so that people's Sundays offer more room for recovery and switching off.

**S76**

### **Hybrid Working as a Resource for Neurodivergent Workers: A Self-Monitoring Perspective**

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*Background:* Flexible and hybrid working practices have become central to contemporary organizations, yet their implications for neurodivergent workers remain underexplored. Neurodivergence is a broad and evolving term (Chapman, 2020) that encompasses a range of neurocognitive developmental conditions, including autism spectrum conditions, ADHD, dyslexia, dyspraxia, dyscalculia and Tourette syndrome (Singer, 1999). This gap is notable given the scale of neurodivergence—estimated at 15–20% of the population (Doyle, 2020)—and evidence that neurodivergent people continue to face significant employment barriers. Neurodivergent workers are less likely to be employed, more likely to be in precarious or underemployed roles, and tend to have shorter job tenure than neurotypical workers (Branikis et al., 2024). They also report lower workplace well-being (Szulc et al., 2021), and poorer career progression (Patton, 2019). This is despite legal protections (e.g., UK Equality Act, 2010) and increasing attention to neuro-inclusion in HR practice (Volpone & Hennekam, 2025). Emerging evidence suggests that flexible and homeworking arrangements can play a substantial role in reducing these inequities. Where available, such practices bring the employment outcomes of neurodivergent workers closer to those of neurotypical workers (Branikis et al., 2024). Yet the mechanisms behind these benefits remain unclear. An underexplored mechanism shaping neurodivergent workers' experiences is self-monitoring: the effort involved in managing one's behaviour to meet social or workplace expectations. We propose that neurodivergent workers engage in higher levels of self-monitoring than neurotypical workers, which can impair well-being. Hybrid work may disrupt this process. By reducing social cues and interpersonal demands, working from home may weaken the link between neurodivergence and self-monitoring and improve well-being outcomes. This study seeks to test this model and extend current understanding of how hybrid work supports neurodivergent workers.

*Method:* We are conducting a three-wave survey study via Prolific Academic with adults based in the UK. Participants self-identify as either neurodivergent or neurotypical. Across three surveys, participants reflect on their levels of self-monitoring and multiple indicators of well-being, including exhaustion, energy, life satisfaction and meaning in life. Working-from-home patterns are captured to test the moderating role of hybrid work in the relationship between neurodivergence and self-monitoring. Data collection is ongoing, and analysis will be completed in time for the conference.

*Results:* Data analysis is yet to be conducted. Results will be presented at the conference.

*Conclusion:* This study contributes to emerging research on flexible work by offering a theory-driven account of why hybrid working may be particularly beneficial for neurodivergent workers. First, we examine self-monitoring as a mechanism shaping neurodivergent workers' well-being. Second, we test whether hybrid working reduces self-monitoring demands and enhances well-being. Finally, we highlight the potential for flexible work arrangements to advance neuro-inclusion at work—an increasingly urgent priority as the proportion of neurodivergent workers continues to grow over the coming decades.

S77

### **Did You Hear? Effects Of Flexible Work on Workplace Gossip and Work Outcomes**

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*Background:* The last decade has seen profound shifts in people's modes of working, with more than 1 in 4 British workers (28%) reporting engaging in a hybrid work arrangement between January and March 2025 (Hooson & Howard, 2025). While this move has been found to have a number of positive outcomes (e.g., greater WLB; Williams & Shaw, 2025), it is recognised that these new work arrangements can disrupt the informal 'water-cooler' conversations that are a core feature of traditional organizational life (Gabriels & De Backer, 2016). One form of 'water-cooler' conversations is workplace gossip, defined as any exchange of information about an absent third party that occurs in the workplace (e.g., Dores Cruz et al., 2021). While traditionally regarded as harmful (e.g., as a counterproductive workplace behaviour; Mitchell & Ambrose, 2007), there is a growing body of evidence that highlights positive outcomes, such as helping people to socially integrate into their workplace (Zong et al., 2021). However, few studies have examined how the shift to flexible work arrangements has affected this powerful, albeit often unseen, workplace behaviour. The present study therefore investigates intraindividual and interindividual differences in gossiping behaviours and workplace experiences of hybrid workers, that is, employees who change their work arrangements throughout a work week (i.e., working days in the office vs remotely/from home).

*Method:* A 10-day daily diary study was conducted via Prolific, with surveys distributed at 5pm each working day and closed at midnight. A baseline survey captured demographic data, and generalisations for control variables. Each daily diary survey asked participants to reflect on their respective workday and respond to core measures relating to experiences of gossip (positive and negative), and outcomes of goal progress, job satisfaction, social influence and a sense of belonging. Participants were required to be registered and based within the UK to be eligible for this study. The total sample consisted of 300 participants, 53% male, with an average age of 38.9 (Range 19 – 64, SD = 9.63). Most of the sample held some supervisory responsibilities (57.3%) and had worked for their present company an average of 8 years (Range: 0 – 37 years, SD = 7.29). Concerning working patterns, 92.3% changed their work arrangements throughout the working weeks examined.

*Results:* Analysis is ongoing. Results will be presented at the conference.

*Conclusion:* This study aims to make three core contributions to the literatures on flexible work arrangements and workplace gossip, along with providing practical recommendations. First, the present study aims at broadening our understanding of how and when flexible work affects employees' work-related outcomes by focusing on the novel mechanism of gossip. Second, we move beyond the existing literature's focus on differences between individuals (i.e., comparing people who engage in gossip to different extents) by examining intraindividual differences in gossiping behaviours and work-related outcomes. Finally, we aim to bridge the literatures on flexible work arrangements and workplace gossip to enhance our understanding of the impact of hybrid working and the role that gossip plays in this.

S78

### **The Paradox of Flexibility: How New Forms of Work Shape Women's Leadership, Pay Equity, and the Future of Work**

[Niamh Dawson](#)<sup>1</sup>, [Emma Knight](#)<sup>2</sup>, [Stacey Parker](#)<sup>3</sup>, [Miriam Yates](#)<sup>3</sup>, [Rae Cooper](#)<sup>1</sup>

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Flexible working arrangements (FWAs) are widely promoted as mechanisms to enhance employee well-being, work-life balance, and inclusion. Yet debates persist about their

implications, particularly for women. Prior research suggests that while FWAs can support women's well-being and workforce participation (Solveig, 2020), many still fear, and often face, negative career consequences when working flexibly (e.g., Chung & van der Lippe, 2018). This study examines this paradox of flexibility within an organizational context.

Drawing on publicly available data from the Workplace Gender Equality Agency (WGEA), we analyzed a nationally representative sample of 10,785 Australian organizations (2022–2023) across 19 industries, including Health Care and Social Assistance (16%), Professional, Scientific and Technical Services (12%), Manufacturing (10%), and Education and Training (6%). Organizational size ranged from 100 to more than 5,000 employees. Nine indicators of flexibility were used to identify distinct profiles of flexibility provision for managers and non-managers, covering time-based (e.g., flexible hours, compressed weeks), location-based (e.g., telecommuting), and structural (e.g., part-time work, job sharing, purchased leave) practices.

A latent class analysis in Mplus identified four organizational profiles: Basic Flex Providers, Standard Flex Providers, Broad Flex Providers, and Comprehensive Flex Providers.

Subsequent linear mixed models in Jamovi, controlling for industry and organizational size, revealed that organizations with broader flexibility offerings had significantly higher proportions of women in managerial and key management roles than those offering limited flexibility. However, organizations classified as Comprehensive Flex Providers—those offering the widest range of flexible options—also exhibited the largest gender pay gaps in both median base salary and total remuneration.

These findings provide a more complex picture of flexibility and gender equality. Although greater availability of FWAs supports women's leadership participation, it coincides with poorer pay equity outcomes. This indicates that flexibility, while opening doors for women's advancement, may not guarantee equitable reward. In some cases, flexible work may be symbolically celebrated yet structurally undervalued, reinforcing rather than eliminating inequality. Combined, these findings suggest that flexibility should be accompanied by fair and transparent remuneration frameworks. Moreover, the broader organizational context, such as its level of normalisation, inclusivity, and integration of flexibility into work systems may determine whether flexibility functions as a genuine enabler of well-being and equality or as a hidden mechanism of disparity. These insights extend both occupational health and gender equality research by demonstrating how the same structural feature of work may simultaneously support and disadvantage women.

### **Symposium 16: The Role of Time in Occupational Health Psychology (Part 1): Daily Processes and Short-Term Dynamics**

Chairs: Miriam Schilbach, Jette Völker

Time is a fundamental yet often underexamined dimension in occupational health psychology. Experiences at work and employee well-being are inherently temporal and dynamic phenomena that can fluctuate across minutes, hours, and days. Understanding these temporal patterns is crucial for capturing how employees navigate their work in real life and real time. This symposium focuses on time at the daily level and brings together six experience sampling studies that examine how psychological and physiological processes covering work and well-being evolve within and across workdays.

The first set of presentations addresses systematic temporal changes within the workday by examining the role of morning optimism in shaping trajectories of work engagement (presentation 1), investigating whether the use of emotional labour strategies changes in alignment with natural circadian rhythms in sleepiness (presentation 2), and testing synchrony effects between time of day and employees' individual biological clock on the appraisal and

outcomes of time pressure (presentation 3). The focus then shifts to within-day dynamics spilling over into after-work hours, with two presentations examining whether rumination, supplemental work (presentation 4), and negative work-related emotions (presentation 5) shape fluctuations in psychophysiological recovery (e.g., nightly heart rate variability). Finally, the last presentation investigates complex associations among work-related stressors, affect, and engagement across consecutive days, extending the temporal scope to carryover effects from one day to the next. Across all presentations, state-of-the-art methods are used to model the temporal processes (i.e., multilevel growth curve analyses, dynamic structural equation modelling, dynamic network modelling approaches). Together, the presentations demonstrate the value of taking time seriously in occupational health psychology research instead of only relying on static snapshots. By capturing how work experiences and well-being evolve in real time, the symposium provides a dynamic understanding of their reciprocal interplay within and across workdays.

**S79**

### **The Glass Is Half Full: A Diary Study on How Morning Optimism Relates to Daily Work Engagement Trajectories**

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*Background:* Work engagement is a positive, motivational state that is crucial for employees' performance and well-being. Therefore, understanding its precursors is essential for fostering productive and fulfilling workplaces. While prior research has focused on predictors of static levels of work engagement, little is known about the daily factors that influence its dynamic trajectories throughout the workday. As optimism represents a crucial personal resource that supports goal achievement and fluctuates from day to day, we investigate daily morning optimism as a predictor of work engagement trajectories. In the morning, employees need time to connect to work, whereas they start to disconnect from work in the afternoon. Therefore, we assume that work engagement follows an inverted U-shaped time trend across the working day. When employees experience optimism in the morning, they have positive expectations about the upcoming workday, which fosters positive emotions and mobilizes their energy. Thus, we argue that morning optimism positively relates to the starting values of work engagement. Furthermore, we hypothesized that on days with high (vs. low) morning optimism, employees have more energy to connect to their work (faster increase in work engagement), while, in the afternoon, they have more energy left to stay connected to their work (slower decline in work engagement).

*Method:* We conducted an online diary study with five daily questionnaires across five working days. Optimism was measured in the questionnaire in the morning. After two hours, the following questionnaire assessed work engagement and whether participants took lunch/micro breaks as control variables. This questionnaire was repeated every two hours (four times a day). In summary, we could use data from 152 employees who completed 635 morning questionnaires and 1,668 follow-up questionnaires administered throughout the workday.

*Results:* We analyzed the data using three-level growth-curve models. The results supported an inverted U-shaped trajectory of work engagement. Moreover, employees with high morning optimism showed a higher starting level of work engagement. In contrast to our expectations, we found a negative linear trajectory for employees with high (vs. low) morning optimism. Conversely, we found a significant positive linear and inverted U-shaped trajectory for employees with low (vs. high) morning optimism.

*Conclusion:* Our results indicate that employees with high morning optimism start their working day with higher work engagement, which steadily declines throughout the day. In contrast, employees with low morning optimism tend to start their working day with lower work engagement, which initially increases before gradually decreasing in the late afternoon. Thus, important tasks should be scheduled depending on the level of morning optimism. On days when optimism is high, important tasks should be scheduled in the morning to capitalize on elevated work engagement. Conversely, on low-optimism days, these tasks should be scheduled for the early afternoon when work engagement has peaked.

## S80

### **Time for Emotional Labour: A Temporal Perspective on Emotion Regulation in Co-Worker Interactions at Work**

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*Background:* A critical part of many workplace interactions with coworkers is regulating emotions and expressing emotions in an appropriate way, also referred to as emotional labour. Although research has already provided important insights into the role of emotional labour in employees' daily lives, we know relatively little about the antecedents that make the use of certain emotion regulation strategies more or less likely. In this study, we adopt a temporal lens and investigate whether the use of different emotional labour strategies (surface acting, deep acting, and automatic regulation) changes systematically throughout the day. Specifically, integrating a circadian perspective, we propose that employees' use of the emotional labour strategies changes in alignment with naturally occurring circadian rhythms in sleepiness. Furthermore, because individuals differ in the preferred timing of their circadian rhythms (i.e., their chronotypes), we suggest that the systematic changes in sleepiness and, accordingly, in the use of different emotional labour strategies, depend on employees' individual circadian preferences.

*Method:* We conducted a preregistered experience sampling study over the course of two workweeks, including five daily surveys per day (230 employees, 1,462 days, 5,301 surveys).

*Results:* Results from three-level path models showed that sleepiness followed a U-shaped trajectory during the day, with the nadir of sleepiness occurring earlier for earlier chronotypes (vs. later chronotypes). As expected, the use of surface acting followed a U-shaped trajectory whereas the use of automatic regulation followed an inverted U-shaped trajectory via changes in sleepiness, with the nadir (resp. peak) occurring earlier for earlier chronotypes (vs. later chronotypes). Contrary to expectations, the use of deep acting also followed an inverted U-shaped trajectory via changes in sleepiness, with the peak occurring earlier for earlier chronotypes (vs. later chronotypes).

*Conclusion:* Thus, we demonstrate that higher levels of sleepiness prompt employees to engage in more surface acting but less deep acting and automatic regulation. Moreover, our findings show that the use of emotional labour strategies changes systematically during the day and can be explained by variations in individuals' circadian rhythms. Adopting a dynamic and temporal perspective on emotion regulation therefore enhances our understanding of the situational antecedents underlying the use of specific emotional labour strategies.

S81

### **The Timing of Time Pressure: How Chronotype and Time of Day Shape Its Effects on Engagement and Learning via Appraisal**

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*Background:* Time pressure is often conceptualized as a prototypical challenge stressor, a stressor that can elicit both strain and positive outcomes such as work engagement and learning, particularly at the within-person level. While its positive association with strain has been reported consistently, findings on its links with engagement and learning remain inconsistent. Drawing on transactional stress theory, prior research suggests that this heterogeneity stems from whether individuals appraise time pressure as either challenging or hindering. However, little is known about when and why intraindividual variation in appraisals occurs. Integrating the two-process model of sleep regulation with transactional stress theory, we examine whether chronotype (i.e., an individual's internal biological clock) and time of day jointly shape the relationship between time pressure and engagement and learning through challenge and hindrance appraisals. Specifically, we propose a synchrony effect, whereby time pressure is appraised as challenging (vs. hindering) and, thus, positively (vs. negatively) relates to engagement and learning when individuals' chronotype aligns (vs. misaligns) with the time of day.

*Method:* We conducted a pre-registered 14-day daily diary study with 158 employees (725 days). Participants reported current levels of time pressure, challenge and hindrance appraisal, engagement and learning twice per day, once in the morning and once in the afternoon. Chronotype was assessed in the intake survey. We tested our hypotheses at the survey level (i.e., within-day) and with chronotype as a cross-level moderator using R.

*Results:* Time pressure was indirectly and negatively related to engagement and learning via hindrance appraisal, but not via challenge appraisal. We found no support for the assumption that time of day and chronotype interact to shape cognitive appraisals of time pressure and, thus, the link between time pressure and work engagement as well as learning.

*Conclusion:* Findings indicate that, within a day, time pressure negatively relates to engagement and learning through hindrance appraisal, questioning the notion of time pressure as a prototypical challenge stressor further. In addition, no differences in appraisal patterns emerged between individuals with early vs. late chronotypes at different times during the day. Thus, we found no support for the assumption that synchrony effects may explain intraindividual variation in appraisal patterns of time pressure.

S82

### **Into the Night: How Digital Overwork and Work-Related Rumination Shape Sleep and Early-Night Heart Rate Variability**

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*Background:* Technology-assisted supplemental work (TASW) is an increasingly prevalent form of overwork with negative implications on recovery, well-being, and work-life balance. While TASW has been associated with poorer sleep quality, its relationship with sleep quantity has received limited attention and has shown mixed findings. Work-related perseverative cognitions (PC), namely rumination and worry, and vagally-mediated heart rate variability (HRV) and are considered key psychophysiological mechanisms linking stressful exposures to long-term illness, possibly explaining the sleep implications of TASW. This study builds on the stressor-

detachment framework and the hyperarousal hypothesis to investigate the impact of TASW on sleep and its dynamic interplay with work-related PC and early overnight HRV.

*Method:* Drawing on a five-day wearable and mobile-based ecological momentary assessment with a sample of full-time nonmanual workers, the study progressively focuses on the within-individual fluctuations in sleep quality, quantity, and related physiology. At the day level, multilevel modelling is used to predict self-reported sleep quality and accelerometry-based sleep duration, fragmentation, and efficiency by previous evening ratings of TASW and work-related PC. At the overnight level, TASW and PC are used to predict the non-linear HRV trends over the first 90 minutes after sleep onset, modelled with generalized additive models. Finally, features extracted from minute-by-minute HRV time series are investigated as potential mediators of the association between TASW and day-level sleep outcomes. The study is part of the DARE – Digital Lifelong Prevention project (PNC-I.1 PNC0000002, CUP: B53C22006440001) and was funded by the Italian Ministry of University and Research under the Complementary National Plan.

*Results:* Preliminary findings from 52 participants (46.2% female; Mean age = 41.4 years, SD = 11.7 years, mean response rate = 96.9%) indicate satisfactory psychometric qualities of TASW, PC, and sleep quality measures (within-level omegas > .70). The relationships between TASW, PC, and both sleep quality and quantity are in the expected directions, whereas findings on sleep fragmentation and overnight HRV trends appear less consistent. The study is expected to be completed by the time of the conference (planned sample size = 100), enabling further analyses to disentangle the differential effects of backward- vs. forward-oriented work-related PC, control for previous day job demands, and explore the role of circadian preferences.

*Conclusion:* This study contributes to a better understanding of the short-term physiological costs of digital overwork conditional to work-related cognitions. By integrating experience sampling methods and high-resolution wearable data pre-processed with open-source reproducible algorithms, it offers a methodologically robust and temporally sensitive view of how day-level work-related experiences may influence nightly recovery. Findings highlight the importance of addressing both TASW and PC as targets in organizational and individual-level interventions, and demonstrate the advantages of multimethod approaches in occupational health psychology.

## S83

### **Unravelling the Temporal Dynamics of Stressors, Affect, and Engagement: A Dynamic Network Perspective on the Challenge Hindrance Stressor Framework**

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*Background:* The present paper draws on dynamic systems theory to introduce a dynamic network perspective to the challenge–hindrance stressor framework (CHSF). We focus on the model's motivational pathway and view the daily interplay among challenge and hindrance stressors, positive and negative affect, and work engagement as a dynamic system with system elements influencing each other from one day to the next. Rather than treating these constructs as static variables or looking at momentary snapshots in time, this perspective emphasizes how changes in one element can trigger cascades of influence in other elements of the system that unfold across days—shaping, reinforcing, or dampening one another in a multitude of ways over time.

*Method:* We used intensive longitudinal data from a 30-day diary study (N = 7,777 observations nested within 410 employees) and applied a dynamic network modelling approach, to examine how elements of the stressor-affect-engagement system influence each other from one day to the next. Specifically, we used a two-step approach to estimate temporal and contemporaneous networks based on the 30-day daily diary data. In a first step we used Dynamic Structural Equation Modelling (DSEM) in Mplus8.10, to fit a multilevel first-order Vector-Autoregressive (VAR(1)) Model with fixed autoregressive and cross-lagged effects between successive measurements of all network variables (i.e., challenge and hindrance stressors, positive and negative affect, work engagement) at the within-person level. In addition, residual covariances between all concurrent variables were included. These residual covariances capture the relationship between concurrent measures of the variables (i.e., contemporaneous relations). In the second step, we took point estimates and posteriors from DSEM and created network figures for the lagged-effects temporal network and the contemporaneous networks.

*Results:* Our analyses identified several temporal pathways consistent with the traditional CHSF (e.g., positive affect predicting next-day work engagement) but also revealed new and reciprocal dynamics. Specifically, we found reversed pathways (e.g., work engagement predicting next-day negative affect), feedback loops (e.g., hindrance stressors leading to next-day negative affect, which in turn predicts higher subsequent hindrance stressors), and inertia effects, indicating that certain system elements—such as challenge stressors and negative affect—tend to persist from one day to the next. Building on the notion that dynamic systems can stabilize in distinct equilibrium states, we further explored differences in system dynamics among employees with high versus low burnout levels, revealing notable distinctions in the role of positive affect.

*Conclusion:* We conclude by reflecting on how a dynamic network perspective deepens our understanding of the temporal processes unfolding between work stressors, affect, and engagement.

## **Symposium 17: Experimental Approaches to Job Stress Research: Showcasing Work Simulations**

Chairs: Malte Roswag, Franziska J. Till

Job stress remains a pervasive challenge in contemporary organizations, with serious consequences for employee health, well-being and functioning. While theoretical frameworks such as the job demands-control model and job demands-resources model have guided occupational health research for decades, most evidence is based on correlational field studies (Bakker & Demerouti, 2017; Häusser et al., 2010). This is problematic because establishing causal relationships is essential for both rigorous theory testing and developing effective workplace interventions. With this symposium, we want to showcase that experimental work simulations are a powerful research tool to causally test theoretical predictions about workplace stress processes in controlled, work-relevant environments. Moreover, this symposium aims to stimulate dialogue on designing and conducting experimental research in occupational health psychology. The presentations show how experimental work simulations can be adapted to various contexts, such as remote work or virtual collaboration, while maintaining methodological rigor and advancing theoretical understanding.

In the first presentation, Parker et al. used a work simulation to examine how work design causally affects energy management behaviour. They found that monotonous work increased microbreak duration and switching to engaging tasks, with relaxation and detachment moderating effects on heart rate variability and mastery moderating effects on performance.

The second presentation by Till et al. investigates underlying mechanisms that may account for positive versus negative consequences of job autonomy. They found that job autonomy had simultaneous dual effects on well-being, enhancing it via self-determination while reducing it via psychological uncertainty. The third presentation by Roswag et al. examines whether job strain causally increases job stressors through perceptual biases or performance impairments. They found that exhaustion primarily operates through altered workload perception, with mixed evidence for performance-based stressor creation. Next, Heimrich et al. examine whether an experimentally induced shared social identity influences support processes in virtual teams. They found that a shared social identity enhanced the perceived benevolence of support and collective efficacy in remote collaboration via Zoom. Finally, Etgen et al. presents a meta-analytic overview of experiments testing for effects of job control. They found that job control enhanced subjective well-being (but not objective well-being), although no evidence for interaction effects between demands and control emerged.

## S84

### **Energy Management in Monotonous vs. Engaging Work: A Work Simulation-Based Study**

Stacey Parker<sup>1</sup>, Charlotte Keenan<sup>1</sup>, Lisa Blockx<sup>1</sup>, Kayler Mashall<sup>1</sup>, Ann-Kathrin Schnafel<sup>2</sup>, Sandra Ohly<sup>2</sup>

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*Background:* Energy management strategies—such as microbreaks and task switching—are brief behaviours employees can enact to restore energy throughout the workday. Prior research has focused on self-reported strategy use and outcomes, but little attention has been paid to how work design influences the enactment and effectiveness of these strategies. This study addresses this gap using an ecologically valid work simulation experiment to examine how the nature of work design (i.e., engaging vs. monotonous work) shapes energy management behaviour and its consequences for both well-being and performance.

*Method:* A sample of 227 undergraduate students were randomly assigned to either engaging (i.e., problem solving) or monotonous (i.e., scheduling) work conditions. Participants could choose between microbreaks or task switching to help manage their energy, with task-switching options varying in engagement level (i.e., a different type of scheduling task or a creative brainstorming task). Objective measures of strategy use (i.e., frequency and duration), physiological well-being (i.e., heart rate variability), and task performance were collected throughout the work simulation. A survey assessed self-reported recovery experiences at the mid-point of the work simulation, including experiences of relaxation, detachment, and mastery.

*Results:* Findings revealed that monotonous work, as compared to engaging work, increased time spent on breaks, which in turn predicted better heart rate variability—particularly for participants reporting higher relaxation and higher detachment during breaks. Monotonous work, as compared to engaging work, also increased the frequency of task switching to an engaging task, but not the monotonous task. The effects of task switching on performance were moderated by mastery experiences. For those low in mastery experiences, more frequently switching to either the engaging or monotonous task was associated with poorer performance, whereas for those high in mastery experiences, switching had no impact on performance.

*Conclusion:* These results suggest that the effectiveness of energy management strategies depends not only on the type of work but also on the quality of recovery experiences. By integrating behavioural, physiological, and subjective data, this study advances the energy management literature and highlights the value of experimental methods in occupational health psychology. It underscores the need to consider work design as an antecedent to strategy use and calls for more nuanced approaches to supporting employee energy management.

**S85**

**Opposing Effects of Job Autonomy on Well-Being: An Experimental Work Simulation**

Franziska J. Till<sup>1</sup>, Jan A. Häusser<sup>1</sup>, Stacey L. Parker<sup>2</sup>, Sascha Etgen<sup>1</sup>

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*Background:* In flexible work environments, employees experience the opportunity – but also the necessity – of making work-related decisions. While job autonomy is commonly conceptualized in occupational health models as a crucial job resource for enhancing well-being, empirical findings on its effects are not that uniform. This experimental study addresses potential positive versus negative effects by proposing two parallel mechanisms through which job autonomy influences well-being: a positive indirect pathway via self-determination and a negative indirect pathway via psychological uncertainty.

*Method:* We conducted an experimental between-person work simulation with German employees (N = 203) randomly assigned to either a low-autonomy (n = 105) or high-autonomy (n = 98) condition. Participants took the role of an HR manager at a fictional consulting company and completed tasks involving email processing and personnel decision-making for various client companies. In the high-autonomy condition, participants could define their own evaluation criteria and choose the order of email processing. In the low-autonomy condition, participants followed predefined criteria and a fixed sequence. The manipulation was reinforced through consistent email wording emphasizing either decision-making freedom or adherence to procedures.

*Results:* Manipulation checks confirmed that participants in the high-autonomy condition reported significantly greater perceived autonomy than those in the low-autonomy condition. Parallel mediation analyses supported the hypothesized dual-pathway model. Job autonomy showed a positive indirect effect on well-being through self-determination: participants with higher autonomy experienced greater self-determination, which was associated with higher levels of well-being indicators. Simultaneously, job autonomy showed a negative indirect effect through psychological uncertainty: participants with higher autonomy experienced more uncertainty, which was linked to lower levels of well-being indicators.

*Conclusion:* This study shows that opposing mechanisms operating simultaneously may help explain why job autonomy is not always beneficial for well-being. These findings highlight the need for organizations to maximize the benefits of autonomy (self-determination) and minimize its downsides (psychological uncertainty) to enhance its overall positive impact on employee well-being.

**S86**

**Does Exhaustion Shape Workload Perception and Creation? An Experimental Work Simulation Approach**

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*Background:* Recent meta-analyses reveal that the relationship between job stressors and job strain is reciprocal. While job stressors predict increases in strain over time (stressor-effect), strain also predicts subsequent increases in stressors over time (strain-effect), with strain-effects often being even stronger than stressor-effects. However, existing correlational research cannot determine whether strain-effects reflect subjective perceptual biases (stressor

perception hypothesis) or actual stressor accumulation through impaired performance (stressor creation hypothesis). This work simulation study provides the first causal test of strain-effects and disentangles these two mechanisms.

*Method:* We conducted two complementary online work simulation studies. Participants assumed the role of HR assistants at a fictional company, processing employee leave requests that required calculating team coverage requirements and making approval decisions under standardized conditions. Study 1 (N = 254) examined whether chronic exhaustion predicted workload perception and performance despite identical objective conditions. Study 2 (N = 332, preregistered) used a between-subjects design, experimentally manipulating job strain in an initial task through variations in time pressure, organizational constraints, and bogus performance feedback, then measuring its effects on workload perception and performance in a subsequent standardized task (the same task used in Study 1).

*Results:* Across both studies, results consistently supported the stressor perception hypothesis: participants with higher chronic exhaustion (Study 1) and those in the experimentally induced high-strain condition (Study 2) reported significantly elevated workload perceptions despite identical objective task conditions. Exploratory mediation analyses revealed that anticipatory threat appraisal partially accounted for this relationship. Evidence for stressor creation was more complex: chronic exhaustion was associated with lower performance quality in Study 1, while experimentally induced acute strain unexpectedly increased performance quantity in Study 2, suggesting potentially maladaptive compensatory effort.

*Conclusion:* These findings provide the first experimental evidence that strain-effects operate primarily through altered subjective perception and demonstrate how work simulations can isolate cognitive mechanisms underlying reciprocal stressor-strain relationships.

## S87

### **Together Apart: The Effect of Social Identity on Support in Remote Work Tasks**

Julia Heimrich<sup>1</sup>, Nina M. Junker<sup>2</sup>, Rolf van Dick<sup>3</sup>, Diana Usmanova<sup>3</sup>, Jan A. Häusser<sup>1</sup>

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*Background:* The increase in remote work has changed traditional team structures and collaboration, with a greater reliance on virtual meetings and tasks. This transition affects team identity and support dynamics, as remote environments can hinder the development of shared goals and mutual support usually built through in-person interaction. Prior research indicates that social identity is crucial in promoting supportive behaviours, as a strong social identity can improve cohesion and foster a collective sense of responsibility among team members. However, how team identity impacts support in mostly virtual settings is still not well understood.

*Method:* We conducted a single-factor between-subjects online experiment with virtual team interactions via Zoom (N = 307), randomly assigning participants to either a social identity (n = 153) or personal identity condition (n = 154). Participants underwent the experiment in groups of three, mutually attending a Zoom conference. After experimentally inducing either a shared social identity or a personal identity in an online setting, participants completed a 20-minute collaborative task in which they acted as employees of the fictional airline Corgi Atlantic. Working together in a shared online document, each participant was assigned two interdependent tasks – one requiring information or support from others and one allowing them to provide support – such as analyzing customer feedback and proposing improvements (Employee 1), designing an in-flight menu and creating a staff schedule (Employee 2), or conducting a cost analysis for new routes and developing a weekly flight plan (Employee 3).

*Results:* Participants in the social identity condition reported greater identification with their work team compared to those in the personal identity condition, confirming the effectiveness of the experimental online manipulation. Additionally, participants in the social identity condition perceived support as more benevolent, reported higher collective efficacy, and marginally increased the levels of support they provided, while no differences were observed in perceived received support.

*Conclusion:* These findings suggest that social identity can positively influence how team members interact and work together in virtual environments, affecting the quality and expression of supportive behaviour as well as their confidence in the team's abilities.

## **S88**

### **Experimental Effects of Job Control on Well-Being and Performance: A Meta-Analytic Test**

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*Background:* Stressor–resource frameworks such as the Job Demand–Control (JDC) model (Karasek, 1979) and the Job Demands-Resources (JD-R) model (Demerouti et al., 2001) propose that job control is an important - or even the most important - resource to sustain health, well-being, and individual performance. Additionally, job control is assumed to buffer the negative effects of job demands on well-being and performance. While a substantial body of correlational research provides partial support for these assumptions (for reviews, see Häusser et al., 2010; Van der Doef & Maes, 1999), these designs are limited regarding causal conclusions. Therefore, experimental studies are crucial for testing whether variations in job control directly influence well-being and performance outcomes, and furthermore, buffer the adverse effects of job demands. This meta-analysis integrates experimental evidence on these relationships and evaluates the proposed effects of job control.

*Method:* A systematic literature search identified 27 experimental workplace simulation studies (total  $N = 3,315$ ) that manipulated job control, either alone or in combination with job demands. Studies were included if they assessed subjective or objective indicators of well-being or performance. Random-effects meta-analyses were conducted to estimate the main effect of job control and to test the moderating influence on the effects of job demands.

*Results:* Results showed that job control had a positive effect on subjective well-being, but not on objective well-being or performance. No significant interaction effects between job control and job demands were found. These findings support the notion that job control affects well-being, although the effects vary depending on how well-being is measured (subjective vs. objective indicators). In line with much correlational research (cf. Taris, 2006), we did not find evidence that job control buffers the effect of job demands (i.e., no interaction effect).

*Conclusion:* Our study highlights the importance of experimental approaches for refining theoretical predictions and for guiding more effective interventions aimed at improving employee well-being.

## **Symposium 18: Sustainable Success: Supporting Health & Careers from Campus to Workplace**

Chairs: Stephanie Hirschberger, Anja Isabel Morstatt

The transition from university to work is pivotal for health, learning, and career sustainability. To reduce rising dropout rates and student stress, we must examine the factors that influence well-

being and identify prevention opportunities. Although research on health, personal and structural resources, and career sustainability is fragmented, this symposium integrates studies from the Netherlands, Italy, Germany, and Switzerland to show how resources and environments shape students' health and early careers. Our goal is to spark ideas for institutional and individual support and inform the creation of health-promoting academic environments.

First, Aina et al. investigated the role of needs-based scholarships for Italian Bachelor students. Receiving financial aid was associated with increased academic credit points and faster transition to advanced studies (Master's degree). Second, Hirschberger et al. examined how students' sustainable career resources evolved over a three-month period. Focusing on the sustainable career framework, Hirschberger et al. investigate the role career resources play in securing happiness, health and productivity in university students. Part of a larger intervention study, Morstatt et al. and Wallis et al. present preliminary findings on needs-oriented and tailored health-promoting strategies. Third, Morstatt et al. focus on the effects of micro-interventions on student well-being and performance, while fourth, Wallis et al. further scrutinized whether the effect and transfer to daily life may be enhanced by additional group training sessions. Fourth, Aina et al., review the role of financial aid in student success among Italian students. Finally, Lehmann et al. evaluate an interdisciplinary teaching course on mental health which combines theoretical lectures and practical workshops. They show that the intervention group - compared to a control group - significantly improved in mental health literacy and insight orientation, representing an increase in essential competencies for their future professional lives.

These contributions examine how structural (e.g., scholarships) and personal (e.g., career) resources shape student health and sustainable career development and evaluate interventions to bolster them. By blending theory and practice, the symposium shows how universities can foster student resilience, well-being, and long-term employability.

## **S89**

### **Building Sustainable Careers: How Career Resources Support Health and Well-Being in Students**

Stephanie Hirschberger, Anja Isabel Morstatt, Hannes Schilling, Simone Kauffeld  
TU Braunschweig, Braunschweig, Germany

*Background:* In an increasingly dynamic labour market, university students face growing pressure to make informed career choices and proactively manage their employability during their studies. University education thus represents a crucial early career phase in which students begin constructing sustainable careers. According to Van der Heijden and De Vos (2015), sustainable careers are characterized by continuity and meaning across life domains and are reflected in three central indicators: happiness, health, and productivity. Among these, *health* is particularly vital, as it both enables and results from sustained engagement, motivation, and performance. Promoting students' health therefore plays a foundational role in supporting sustainable career trajectories. Drawing on Conservation of Resources (COR) theory, individuals strive to acquire and protect valuable resources that buffer against stress and foster well-being. In career development, the career resources framework provides a more specific perspective, identifying key resource domains—human capital (e.g., problem-solving skills), motivation (e.g., interest), environment (e.g., career development opportunities), and career management behaviour (e.g., learning motivation) that can promote sustainable career outcomes. However, little is known about how these resources influence students' *health* and related indicators of sustainable careers over time.

*Method:* To address this gap, we conducted a three-wave longitudinal panel survey among university students (T1 = 787; M(age) = 27.51 years). Data were collected over three consecutive months (January–March). At each measurement point, participants reported on career resources (problem-solving ability, learning motivation, interest in studies, and perceived career development opportunities), along with indicators of health (stress), happiness (subjective well-being), and productivity (GPA).

*Results:* Preliminary correlational analyses showed that higher levels of perceived career development opportunities, learning motivation, and problem-solving ability were associated with greater well-being and academic productivity, as well as lower stress. Interest in one's studies was also positively related to well-being and negatively to stress. Ongoing analyses using Latent Growth Curve Modelling will further examine how these resources predict initial levels and developmental trajectories of health, productivity, and well-being across time.

*Conclusion:* The results highlight the central role of career-related resources in maintaining students' health and well-being during their studies - an early career stage marked by uncertainty and transition. Theoretically, this study integrates perspectives from sustainable career and occupational health psychology research, showing that resources not only promote employability but also protect health as a vital component of career sustainability. Practically, findings emphasize the value of resource-focused interventions in higher education, such as programs that strengthen students' problem-solving, motivation, and access to developmental opportunities, to foster both sustainable career development and long-term health.

## S90

### **Supporting the Next Generation: Effectiveness of Micro-Interventions to Promote Student Well-Being and Academic Success**

Anja Isabel Morstatt, Stephanie Hirschberger, Mona Grobe, Hannes Schilling, Julie Wallis, Simone Kauffeld  
TU Braunschweig, Braunschweig, Germany

*Background:* Today's students are tomorrow's employees – and supporting their well-being and academic success may lay the foundation for their long-term career. However, studies accumulate that report increasingly high demands, stress levels, and even student dropout. Furthermore, dropping out of their study program is associated with later risks of unemployment and lower income for the individuals, as well as high costs for the educational institutions. Early and targeted prevention may be key in mitigating risks and supporting student well-being and academic success in the here and now. Funded by the German Federal Ministry of Research, Technology, and Space, the project "Gesund und erfolgreich studieren (GesA Stud)" examines the effectiveness of low-threshold and needs-oriented micro-interventions to promote well-being and success. In this study, we focus on the effects on students' stress levels, well-being, study engagement, and productivity.

*Method:* At the start of a semester, German-speaking students can sign up for the study and are randomized to one of five study conditions (four active, one waitlist control). Within the first survey, the students rate a variety of study-related resources and demands (basis: ReA Stud, e.g., support, pressure to perform), and active groups receive individual feedback and tailored micro-interventions (e.g., regarding recovery or how to improve collaborations) a week later. During the following four weeks, students are encouraged to implement given recommendations on their own. Three active groups receive further support in transferring recommendations to their daily life during the following three weeks. We focus our analyses on the first phase and compare the effects of micro-interventions vs. the waitlist control group. In the first data collection wave, 65 participants were successfully recruited (active: 49, waitlist: 13, retained after four weeks: 16 in total). The data collection is ongoing with students currently participating in the second wave (n = 100).

*Results:* Preliminary results using linear modelling indicated no significant effects of micro-interventions on students' stress levels, well-being, study engagement, and productivity. However, given the small sample size, the analyses are currently underpowered. Graphically, trends are visible, e.g., stress levels lowered and well-being increased after four weeks for the active groups. The results, including both the first and second data collections, will be presented at the conference.

*Conclusion:* To promote sustainable careers, prevention may start as early as during the study phase. Implementing low-threshold and needs-oriented strategies may enable students to support their own well-being and academic success.

## S91

### **Building Resources to Cope with Demands: Evaluating a Resilience Training for Higher Education Students**

Julie Wallis, Stephanie Hirschberger, Simone Kauffeld  
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*Background:* Psychological strain among higher education students is becoming an increasing concern, with over 70% of students reporting elevated stress levels in at least one life domain (Karyotaki et al., 2020). Persistent stress is associated with adverse mental health and physical health outcomes (Quick et al., 2014) and higher academic dropout rates (Hjorth et al., 2016), which can impact future career outcomes negatively. Therefore, there is a need for low-threshold, preventative interventions that strengthen students' personal resources, such as psychological resilience, to help students cope with daily demands more effectively (Schulte et al., 2016). Drawing on Study Demands-Resources (SD-R) Theory (Bakker & Mostert, 2024), this study evaluates the effectiveness of a resilience training in students designed to strengthen psychological resources, reduce perceived demands and promote well-being.

*Method:* Higher education students will be randomly assigned to an experimental group (target  $n = 60$ ) and a waitlist control group (target  $n = 60$ ) across four data collection waves. At the time of the conference, data for two cohorts (target  $n = 30$  per group) is expected to be available and overall data collection will be complete by spring 2027. After completing baseline measurements, both groups will receive individually tailored resource-demand profiles. The experimental group will receive specific suggestions on how to enhance available resources and cope with demands more effectively. Additionally, the experimental group will complete a one-day training focused on enhancing their psychological resources and coping abilities four weeks after the baseline assessment. Measures of resilience, stress, demands and resources, and well-being are administered at baseline (week 0), pre-intervention (week 4), post-intervention (week 7, 3 months). There is an optional follow-up after one semester.

*Results:* Data collection is currently ongoing. Preliminary results from two cohorts ( $n = 30$  per group) will be available by the time of the conference. Data will be analyzed using quantitative methods across the different timepoints, examining changes between-groups and within-groups. It is expected that participants in the training group, compared to the control group, will show significant improvements in resilience and other psychological resources alongside reductions in stress and perceived demands.

*Conclusion:* Results of this study will provide practical and theoretical insights into how higher education institutions can contribute to the promotion of resilience and other mental health variables through preventative and low-threshold interventions, while also extending knowledge on the SD-R model by exploring the role of resilience in the interplay of study demands and resources.

**S92**

**Financial Aid and Student Success: Assessing Need-Based Scholarships in Italian Universities**

Carmen Aina

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This study examines whether need-based scholarships help Italian undergraduates progress more smoothly through their bachelor's programmes and into master's study. We combine nationwide administrative records from the National Student Archive (NSA) for academic years 2018/19–2023/24 with the single cohort of scholarship recipients observed in 2022/23. The longitudinal NSA series allows us to build a population-level picture of prior backgrounds and subsequent outcomes, while the scholarship information for 2022/23 provides the key policy variation. Starting from all students enrolled in 2022/23 and focusing on upper-secondary graduates from 2020–2022, we compare recipients to a carefully defined group of fee-exempt non-recipients. This restriction keeps financial conditions broadly comparable and helps isolate the additional contribution of scholarship support beyond tuition relief. Outcomes include credits earned during 2022/23, the likelihood of completing a three-year degree on time or with at most one extra year for those in their third year in 2022/23, and immediate enrolment in a master's programme in 2023/24.

The empirical approach uses standard regression models with a rich set of pre-treatment controls capturing demographics, secondary-school pathway and achievement, field of study, university characteristics (including public/private and traditional/telematic), geography, entry year, and past fee-exemption status. We also explore heterogeneity by gender, STEM versus other fields, and geographic mobility, to gauge whether support operates similarly across different groups of students. The results convey a consistent narrative. Students who receive a need-based scholarship tend to accumulate more credits over the academic year than comparable fee-exempt peers. These gains are already visible in the first year, remain in the second, and become more pronounced by the third, suggesting that the support helps sustain study intensity as students advance toward completion. Among those in the final stretch of the bachelor's degree in 2022/23, scholarship holders are more likely to finish on time and, even when completion requires one additional year, their probability of graduating remains appreciably higher than that of non-recipients. After graduation, recipients are also more likely to continue immediately to a master's programme in 2023/24, indicating that need-based aid not only facilitates timely completion but also lowers barriers to vertical progression. These patterns appear broadly similar for women and men, extend to STEM programmes, and are present among students who move away from home to study, pointing to robust effects across diverse contexts. Taken together, the evidence from a full national cohort and a clearly delineated policy exposure in 2022/23 suggests that need-based scholarships are an effective lever to improve academic momentum, support timely degree completion, and foster transition to advanced study. For policymakers, the findings speak to the value of maintaining and, where feasible, expanding targeted need-based support as part of a broader strategy to enhance student success in Italian higher education.

**S93**

**Strengthening Mental Health Together: Evaluation of a University Mental Health Course**

Anja Lehmann, Valentina Vylobkova, Lisa Wagner, Moritz Daum, Georg Bauer

University of Zurich, Zurich, Switzerland

*Background:* University studies prepare students for the challenges of professional life, where maintaining and supporting mental health has become increasingly important. However, many students report high levels of stress and mental health difficulties during their studies. This study evaluates an interdisciplinary teaching course on mental health, combining theoretical

lectures with practical workshops. The course aims to enhance mental health literacy, insight-orientation, mental health promotion intentions, and related behaviours (e.g., study crafting, off-study crafting, and coping) through a resource-oriented approach. The study investigates the impact of these factors on mental health outcomes and evaluates the overall effectiveness of the course.

*Method:* Each semester, up to 80 students from various academic disciplines can enrol in the course, while students from a different course serve as the control group. During its first two implementations in the fall semester of 2024 and the spring semester of 2025, 196 students participated (N = 79 intervention group; N = 117 control group). An online questionnaire using validated scales was administered at the beginning and end of the semester.

*Results:* Preliminary analyses showed that insight orientation, study crafting, and off-study crafting were positively associated with well-being and negatively associated with stress, depression, and anxiety. In addition, study crafting and off-study crafting mediated the relationships between insight orientation and mental health outcomes (well-being, stress, depression, and anxiety). Compared to the control group, the intervention significantly improved both mental health literacy and insight orientation.

*Discussion:* Overall, the findings emphasize the crucial importance of equipping students with skills that help them maintain and support their mental health, which also represent essential competencies for their future professional lives. Although the intervention improved both mental health literacy and insight orientation, only insight orientation was associated with mental health outcomes. This suggests that fostering insight may be a key mechanism in promoting mental health and should therefore be considered a central component of university mental health education.

## **Symposium 19: Investigating Workplace Mistreatment Through the Lens of Various Actors**

Chair: Sarah-Geneviève Trépanier

Workplace mistreatment, which entails various forms of negative interpersonal behaviour at work, has serious repercussions for employees (e.g., reduced psychological well-being and physical health) and organizations (e.g., turnover intentions, reduced performance). While research on workplace mistreatment has traditionally mainly investigated the perspective of the targets of negative behaviours, research on the topic is expanding and more commonly integrates in its scope of analysis other actors, including those who witness mistreatment. This symposium aligns with this broadened approach and analysis workplace mistreatment from complementary perspectives.

More specifically, this symposium comprises six studies that investigate various forms of workplace mistreatment (e.g., incivility, bullying, ostracism) through the lens of various actors (targets, bystanders, observers) using complementary methodological approaches (e.g., longitudinal and shortitudinal studies, qualitative design). Study 1: Jungert et al. explore the motivational outcomes of incivility, experienced in both virtual and in-person meetings, as well as the role of social support within these relationships. Study 2: Using a diary study approach, Ágotnes et al. examine the daily relationship between laissez-faire leadership and workplace ostracism as well as the psychological (negative affect) and interpersonal (involvement in co-worker conflict) mediators involved in this relationship. The moderating role of conflict management climate is also taken into account in the proposed sequence. Study 3: Trépanier et al. analyze how interpersonal conflict relates to workplace bullying over time through the perspective of both targets and observers, as well as the moderating role of team conflict management style within this temporal relationship. Study 4: Einarsen et al. explore how ethical

infrastructure and organizational climate for conflict management relate to observed workplace bullying in a study conducted among safety representatives. Study 5: In a two-sample longitudinal study, Ng and Holm investigate how bystander appraisal of mistreatment incidents (e.g., perceived stressful nature of the witnessed event, perceptions of self-efficacy) influence their responses (passive or active responses) to subsequent situations of witnessed mistreatment. Study 6: Lastly, in a qualitative study conducted in the educational sector, Forssell et al. examine online mistreatment from organizational outsiders (parents and members of the public), the individual and organizational actions taken to prevent and handle such situations as well as mitigate their impact.

Overall, using complementary approaches, these six studies shed light on both the outcomes and antecedents of workplace mistreatment and provide valuable insight into factors and practices that can prevent the occurrence of various forms of mistreatment, as well as mitigate their impact on employees.

## S94

### **Exploring Incivility in Physical and Digital Meetings: Associations with Work Motivation and Social Support**

Tomas Jungert<sup>1</sup>, Kristoffer Holm<sup>2</sup>, Sarah-Geneviève Trépanier<sup>3</sup>

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*Background:* Workplace incivility — low-intensity negative behaviours that violate norms of respect— has been identified as a pervasive workplace stressor in contemporary working life, linked to several detrimental outcomes for employees and organizations. Since the COVID-19 pandemic, work life has become increasingly digitalized and video meetings have been normalized, raising questions about how incivility manifests in virtual contexts. Despite growing attention to digital work environments, little is known about how incivility in physical versus digital meetings relates to the quality of work motivation, including amotivation, controlled motivation, and autonomous motivation. Moreover, the potential mediating role of social support from coworkers and supervisors remains underexplored. This study aimed to (1) examine employees' experiences of incivility in physical and digital meetings, (2) explore how such experiences relate to different forms of work motivation, and (3) investigate whether social support mediates these associations.

*Method:* A total of 279 participants (133 men, 142 women, 4 other/prefer not to say; Mean age = 40, SD = 15) working across diverse sectors in Sweden completed a digital questionnaire distributed via e-mail during the first half of 2025. Participants responded online at their own convenience. Physical and digital workplace incivility were measured using adapted versions of the Workplace Incivility Scale, work motivation was assessed with the Multidimensional Work Motivation Scale (distinguishing controlled, autonomous, and amotivation dimensions), and social support was measured separately for coworkers and supervisors. Correlations and path analyses were conducted to test main and indirect effects.

*Results:* Physical and digital incivility were strongly correlated, indicating that employees experiencing one form often encountered the other. Both were bivariately related to higher amotivation, though these effects were more nuanced in the full path model. Incivility in physical meetings was uniquely associated with lower levels of perceived social support from both coworkers and supervisors. In turn, coworker support was positively related to autonomous motivation and negatively to amotivation. However, the bootstrapped indirect effects from physical incivility to the motivation forms via coworker support were not significant. Digital incivility was directly linked to higher amotivation, while no substantial associations emerged with neither autonomous nor controlled motivation.

*Conclusion:* The findings suggest that incivility in physical and digital meetings possibly can be harmful in different ways. Physical incivility could potentially undermine perceived support in the workplace, whereas digital incivility may be directly detrimental to work motivation, primarily by increasing amotivation. Conversely, the results indicate that coworker support could possibly foster more self-determined forms of motivation. Future research could employ experimental designs to test causal effects and examine whether digital and physical forms of incivility differ in their motivational impact, as well as which mechanisms that underlie such an association.

## S95

### **Managerial Antecedents of Daily Workplace Ostracism: A Frustration-Aggression Perspective**

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*Background:* Workplace ostracism is a prevalent interpersonal stressor characterised by being excluded and ignored at work. Although much is known about the consequences of ostracism at work, there is a need to develop a more comprehensive understanding of its antecedents. As scholars have particularly called for research on managerial antecedents, we aim to contribute to this literature by investigating the incidence of ostracism as a result of passive and destructive managerial practices. Building on the frustration-aggression theory, we examined whether laissez-faire leadership predicts daily fluctuations in exposure to workplace ostracism through a serial mediation process involving personal frustration (operationalised as negative affect) and inter-individual tension (operationalised as involvement in co-worker conflict). Moreover, based on the essential role of 'facilitating contextual cues' in the frustration-aggression theory's prediction of when frustration most likely infuses aggressive tendencies, we also examined the moderating role of perceived conflict management climate, specifically at the intersection between affect and conflict in this mediation chain.

*Method:* Our analyses are based on data from a daily diary study collected in 2024 (N = 668, k daily observations = 2,021). The study examines the within-person relationships between daily laissez-faire leadership behaviours and daily workplace ostracism, incorporating daily negative affect and daily co-worker conflict involvement as mediators, while also exploring the moderating role of perceived conflict management climate (measured at baseline).

*Results:* In line with our study hypotheses, the results indicated that higher-than-usual exposure to laissez-faire leadership behaviours increases the incidence of same-day workplace ostracism by triggering negative affect and subsequent engagement in co-worker conflicts among employees. Additionally, within this mediation chain, we found that perceived conflict management climate moderated the path between negative affect and conflict, such that daily negative affect was a stronger predictor of same-day co-worker conflict among respondents who reported a weaker perceived CMC.

*Conclusion:* Our findings offer a comprehensive and theory-based assessment of how and when passive and destructive managerial practices reinforce one another, ultimately increasing the risk of exposure to workplace ostracism. These findings have important implications for theory, research, and practice.

## Interpersonal Conflicts and Workplace Bullying : The Role of Team Conflict Management Style

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*Background:* Workplace bullying, defined as prolonged and repeated exposure to negative acts from others at work against which it is difficult to defend oneself, has been linked to numerous deleterious consequences for employees exposed to such mistreatment (e.g., anxiety, burnout, distress; Boudrias et al., 2021). Given its detrimental outcomes, it is important to investigate, and act upon, the work-related antecedents of workplace bullying. In addition to destructive forms of leadership as well as job stressors within the work environment, it has been proposed that workplace bullying can be triggered by interpersonal conflicts that escalate over time and result in a power imbalance between the parties involved (Einarsen, 1999; Nielsen & Einarsen, 2018). The objective of the present study is to investigate the temporal relationship between interpersonal conflicts and workplace bullying, as evaluated by both targets and observers, and whether team conflict management style (i.e., cooperative versus competitive) can alter this relationship over time.

*Method:* This two-wave longitudinal study (12-month interval between measurement points) was conducted among a sample of Canadian government employees (T1 n = 315 workers; T2 n = 207 workers). Analyses (cross-lagged panel models) were conducted using Mplus 8.10 (Muthén & Muthén, 2023). Workplace bullying was assessed with the short version of the Negative Acts Questionnaire (target perspective; Einarsen et al., 2009; Notelaers et al., 2019) as well as a single item (observer perspective), the occurrence of interpersonal conflicts within teams was assessed with a single item (Baillien et al. 2014), while a short version of two subscales of the Rahim Organizational Conflict Inventory-II (Rahim, 1983) adapted to teams (Somech et al., 2009) was used to measure team conflict management style (cooperative and competitive).

*Results:* Preliminary results show that, controlling for baseline effects of workplace bullying, the frequency of interpersonal conflicts within teams does not significantly predict workplace bullying (target perspective and observer perspective). Furthermore, although neither cooperative nor competitive team conflict management significantly moderate the interpersonal conflict-workplace bullying relationship over time, results show that competitive team conflict management positively predicts workplace bullying over time (from the perspective of both targets and observers), while cooperative team conflict management negatively predicts bullying over time (from the perspective of observers).

*Conclusion:* These results offer a nuanced outlook on the relationship between interpersonal conflict and workplace bullying and align with past research showing that conflict management climate (i.e., how employees perceive the organization's procedures regarding conflict management and the capacity of managers to successfully handle conflicts among employees; Einarsen et al., 2016; Rosander & Nielsen, 2022) can prevent workplace bullying. More specifically, our results suggest that interpersonal conflict itself does not predict bullying, it is rather *how* such situations are handled that plays a crucial role in shaping the social climate within teams. Indeed, such strategies can either deescalate or escalate interpersonal tensions that can contribute to the development of workplace bullying over time. The results highlight the importance of conflict management training and fostering a cooperative conflict management climate.

## Do Ethical Infrastructures Prevent Workplace Bullying and Harassment? The Role of Formal and Informal Systems and the Conflict-Management Climate

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*Background:* Workplace bullying and harassment are prevalent organizational problems with serious consequences, yet the potential preventive role of organizational systems and structures remains underexamined. We investigate the potential prevention effect of such systems through the lenses of the ethical infrastructure, which comprises formal (e.g., policies/training, surveillance, sanctions) and informal (e.g., shared norms, peer monitoring, social disapproval) systems that guide ethical conduct in the organization, as well as the organizational climate for conflict management (CMC) (Tenbrunsel et al., 2003; McKinney et al., 2010). According to ethical infrastructure theory, formal and informal systems, reinforced by an ethics-supportive climate, determine which behaviours are viewed as acceptable and also how any misconduct is handled and sanctioned in practice (Tenbrunsel, Smith-Crowe, & Umphress, 2003; McKinney, Emerson, & Neubert, 2010). Conceptualizing bullying as unethical organizational behaviour underscores the relevance of this framework (Jones, 1991; Nielsen & Einarsen, 2018). We examine how formal and informal systems, as well as CMC, are related to observed bullying/harassment in Norwegian municipalities.

*Method:* A cross-sectional online survey was completed by 990 safety representatives from 193 municipalities (organizational-level response rate: 49.1%). Observed bullying/harassment was assessed with a four-item Bergen Bullying Indicator (BBI) composite (Einarsen et al., 1996; Hoel, 2003). Formal systems comprised communication (six items on systematic promotion/training/campaigns), surveillance (four indicators aggregated to an index), and a sanctions item. Informal systems comprised surveillance (three items: noticing, confronting, and monitoring) and sanctions (two items: peer/supervisor disapproval). CMC was measured using five items that reflect access to and perceived quality of the organization's dispute-handling procedures, adapted from Rivlin (2001), Einarsen et al. (2018), and Zahlqvist et al. (2019). We conducted correlations and hierarchical multiple regressions to test the unique and combined contributions of formal and informal systems, as well as the added value of CMC.

*Results:* BBI correlated negatively with all formal and informal components; the strongest bivariate association was with informal surveillance. Within the systems of the ethical infrastructure, communication, surveillance, and sanctions were all positively interrelated ( $r = 0.15\text{--}0.61$ ). In regressions, when entered alone, formal components predicted lower observed bullying (communication  $\beta = -0.21$ ,  $p < .01$ ; surveillance  $\beta = -0.12$ ,  $p < .01$ ; sanctions  $\beta = -0.30$ ,  $p < .01$ ). Entered alone, informal components also predicted lower rates of observed bullying (informal surveillance  $\beta = -0.69$ ,  $p < .01$ ; informal sanctions  $\beta = -0.27$ ,  $p < .01$ ). In the combined model, most elements remained significant and explained 22.1% of the variance in observed bullying, indicating that formal and informal systems together provide stronger protection than either alone.

*Conclusion:* Findings show that formal and informal elements of ethical infrastructure are associated with lower rates of observed bullying/harassment, and their combination yields incremental benefits. CMC contributes additional protection beyond these systems, underscoring that structural measures (policies, surveillance, sanctions) must be aligned with supportive norms and credible conflict management procedures to deter such unethical social behaviour (Tenbrunsel et al., 2003; Verhezen, 2010). For practice, integrating clear policies and training with day-to-day peer responsiveness and visible managerial follow-up appears critical for prevention. Conceptually, positioning bullying as unethical organizational behaviour highlights the value of building comprehensive ethical infrastructures to foster respectful, predictable conflict handling and reduce bullying prevalence.

**S98**

## **How do Bystanders' Appraisals of Workplace Mistreatment Influence Subsequent Responses?**

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*Background:* Bystanders have become an increasingly popular perspective to take to gain a more comprehensive understanding of workplace mistreatment. There is qualitative, and emerging quantitative, evidence that bystander behaviours can affect target well-being. While there is empirical evidence that bystanders can enact different responses, there is little work on how responses change over time. This is despite key forms of mistreatment (e.g., workplace bullying) being characterised as dynamic, and theoretical work proposing that bystander appraisals and responses influence subsequent appraisals and responses. Drawing from a bystander sensemaking model and stress appraisal theory, we propose that bystanders can respond actively (e.g., confronting perpetrators) or passively (e.g., doing nothing) to mistreatment. Bystanders who perceive incidents as stressful, or who perceive themselves as less efficacious, are more likely to respond passively, while bystanders who perceive mistreatment as less stressful, or themselves as more efficacious, are likely to respond actively. Earlier appraisals will influence subsequent bystander responses, i.e., higher stress appraisals lead to more passive responses when witnessing future mistreatment.

*Method:* In Study 1, we initially recruited 400 participants via Prolific, using a screener in which participants identified themselves as having witnessed workplace bullying. Data were collected in three phases separated by two weeks. We have collected both T1 (final T1 n = 368) and T2 (n = 298) data; we will finish data collection in mid-November. Participants were asked to recall the frequency to which they have witnessed mistreatment in the past month (T1) and since the last survey (T2, T3). We asked participants to report the extent to which they responded actively and passively to the witnessed events. Participants also completed measures on their appraisals of events, self-efficacy, and organizational attitudes. Study 1 asks participants to report the extent to which they witnessed mistreatment, meaning that bystander responses and appraisals (and therefore changes over time) cannot be linked to specific events. Following previously established study designs by Hershcovis et al., (2018), Study 2 will ask participants to complete a critical incident technique in which, at Time 1, they describe a recent incident of witnessed mistreatment and how they responded. Participants will then complete measures similar those used in Study 1 on appraisals, attitudes, etc. In Time 2, participants will be asked whether they witnessed mistreatment between the same individuals at Time 1 alongside other measures to examine change.

*Results:* Preliminary analyses indicate that active or passive responses in previous bullying situations are stable indicators of engaging in similar bystander behaviour in subsequent situations. Primary stress appraisals are significantly related to both current and subsequent active, but not passive, bystander responses. Bystander self-efficacy moderated the relationship between stress appraisals and subsequent passive responses.

*Conclusion:* It is important for researchers and practitioners to understand how bystander responses change, as mistreatment is often a social phenomenon that can 'spiral beyond' the initial perpetrator-target dyad, leaving the target further isolated. Alternatively, early constructive bystander responses can stop the mistreatment early and create norms whereby challenging negative acts is encouraged.

S99

## Online Mistreatment From Outsiders: Organizational Responses to External Harm

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*Background:* The emergence of online mistreatment among front-line workers in their digital interactions with customers, clients, and patients represents a significant but relatively new work environment risk within the service sector. Human Resource Management has a key role in digital transformation, which includes securing safe and healthy workplaces and fostering sustainable practices for handling cyber mistreatment. Departing from the context of the educational sector, the aim of this study was to analyze how online mistreatment from parents and members of the public (hereafter organizational outsiders) is managed in workplaces and to explore the approaches employed to prevent and mitigate its negative impact.

*Method:* In this study, we use qualitative methods to access the experiences of online mistreatment by teachers and principals and their approaches regarding the handling and preventing of such exposure. Using a cross-sectional design, the empirical data is based on in-depth interviews with 31 informants (16 teachers and 15 principals). The 31 informants worked at eight schools that had volunteered to participate in a study on online mistreatment. Data were analyzed using a qualitative content analysis framework, where verbal transcripts were analyzed based on qualitative content in a systematic way (Graneheim & Lundman, 2004). The coding processes were focused on manifested content, i.e., visible, obvious phrases related to 'approaches' (Downe-Wamboldt, 1992).

*Results:* The study shows a preponderance of individual, reactive approaches when faced with situations of online mistreatment from organizational outsiders, and the vast majority of such approaches focused on how to handle online mistreatment. This includes choosing technologies that offer synchronous communication instead of continuing the conversation via email, allowing time to pass before responding, avoiding replying while in an emotional state, involving others and seeking support, and/or trying to ignore negative exposure on social media. Approaches to minimising the consequences of exposure to online mistreatment were also identified in the material and expressed as individually developed boundaries that restrict when and where emails were checked and/or how online mistreatment was documented. Proactive approaches were less common. Categorised as being a step ahead, the few proactive approaches identified were individual, without any implementation on an organization-wide level.

*Conclusion:* This study clearly shows that approaches for handling online mistreatment from organizational outsiders are employed on an individual, reactive level. In contrast, very few proactive and/or organizationally anchored approaches could be identified. Individual approaches, as interpreted in this context, refer to strategies for addressing a problem that is disconnected from any managerially sanctioned or organizational practices at the workplace. An organizationally anchored approach, on the other hand, defined here as implemented routines, policies, and procedure, is therefore distinctive. These findings implicate the need for HRM to develop organizational approaches that are ethical in the sense that they do not force service workers to resort to individual coping strategies. We suggest sustainable and ethical approaches that target the problems rather than the symptoms and that work against the normalisation of online mistreatment.

## **Symposium 20: New Insights on Playful Work Design: Expanding the Playing Field**

Chairs: Yuri S. Scharp, Tom L. Junker

Playful work design (PWD) is defined as the “proactive cognitive-behavioural orientation aimed at fostering fun and challenge during work activities through creating, seeking, and resolving surprises and complexities” (Scharp et al., 2023). Essentially, PWD constitutes proactive play during activities to optimize experiential qualities. This concerns how activities are done, rather than which activities are performed. That is, PWD is not about changing one’s formal obligations. To illustrate, a security officer may try to predict where customers will walk to next, an accountant may imagine an amusing narrative to explain an invoice, and a cashier may strive to make each customer laugh at least once.

The emerging research on PWD is significant because it suggests that play and work can coexist productively and benefit individual well-being, helping address stigma around play at work. Yet, our understanding is rudimentary in several areas. First, research on how to develop PWD is scarce. This scarcity is problematic because the utility of positive behaviours is fundamentally limited if they are not malleable. Second, there is little research beyond work engagement that helps us understand why and when PWD benefits individuals and organizations. Third, while play is inherently positively valenced, it may have drawbacks. Elucidating the dark is essential for a nuanced perspective of PWD. Fourth, play is not limited to work or individuals. Naturally, individuals will enact play outside of work. Likewise, play initiatives might be more powerful when enacted as a collective, but research has primarily focused on the work domain and on individuals.

This symposium addresses these key questions. The first two presentations provide insights into how PWD can be developed. Scharp presents a micro- and modular intervention aimed at developing PWD, and Verelst will present novel insights from a PWD intervention he developed. Next, Avcilar presents new findings from a weekly multi-source diary study on the mechanisms and boundary conditions that explain why and when PWD supports organizational functioning. Subsequently, Costantini will elucidate the potential dark side of playful work design, showcasing its addictive potential. Insights regarding mechanisms and moderators from a multi-source weekly diary study are shared by Wang. Their findings demonstrate that play during leisure activities is a key mechanism that explains why strength use promotes performance and identifies organizational climate as a moderator. Finally, Junker advances a team perspective of PWD using a multi-source weekly diary study. He demonstrates that playful team design promotes collective strength use and flourishing.

### **S100**

#### **Boosting Playful Work Design: A Test of a Micro and Module Intervention**

Yuri Scharp, Marianne van Woerkom, Tom L. Junker

Tilburg University, Tilburg, Netherlands

*Background:* Small, every day, transformative actions are exemplified by playful work design (PWD). This concerns the proactive transformation of work activities into engaging and stimulating experiences through proactive play (Bakker & Scharp, 2025; Scharp et al., 2023). Evidence of the motivational potential of PWD is burgeoning (Bakker et al., 2025; Scharp et al., 2022). Yet, our understanding of how to develop it is limited. We aim to address this by building on the idea that play is the manifestation of playfulness. While playfulness is a quality of an individual, play refers to its enactment and manifestation. We argue that this constitutes a meta-cognitive competency that is significant to the protean career because it enables individuals to learn continuously, find meaning in everyday tasks, and perform proficiently.

*Method:* We developed two interventions and evaluated them using daily and weekly diary designs. The micro-intervention was adapted another online playfulness intervention, where participants in the intervention completed daily playful work design exercises each morning, whereas participants in the control group wrote about early childhood memories. The modular intervention targeted playfulness as a meta-cognitive competency comprising knowledge, skill, and ability. Across five daily modules, participants learned core concepts of play and playfulness, principles of designing fun and designing competition, and ways to blend these strategies. They then applied these ideas by selecting tasks, generating PWD strategies, and creating playful work design plans. The control group received a memory-focused intervention.

*Results:* The micro-intervention (N = 74 individuals, n = 432 days) revealed that completing exercises in the morning can promote designing competition but not designing fun. Individuals who participated in the modular intervention increased in both designing fun and designing competition. Furthermore, PWD was positively related to informal learning, self-efficacy, meaningfulness, and performance behaviours, but somewhat inconsistently. The findings highlight the promise of interventions in cultivating PWD.

*Conclusion:* Our research demonstrates how to cultivate playful work design. While a modular intervention can encourage individuals to design fun and design competition more often, brief exercises can stimulate daily design competition but not designing fun. By demonstrating that playful work design is malleable and how to cultivate it, our research offers concrete, actionable insights. Our findings confirm that small, everyday actions that transform experiences are trainable. Play, it turns out, is something we can all learn.

## **S101**

### **A Gamified Electronic Intervention to Stimulate Playful Work Design: Development and Initial Validation**

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*Background:* While some people find their job activating and fun, a substantial number of employees often feels unstimulated and bored at work. Playful work design (PWD) has been proposed as a promising avenue to address this problem. Through PWD, employees make certain work aspects more fun (designing fun) and/or add a personal sense of challenge (designing competition), which has been linked to improved well-being outcomes. Given these potential benefits, the present study aims to develop and evaluate an electronic PWD intervention that supports participants in learning and applying PWD strategies in their daily work activities. To evaluate the effectiveness of this intervention, we investigate its direct effects on PWD and its indirect effects on employees' well-being. Yet, electronic interventions aimed at enhancing behaviour and well-being often suffer from considerable attrition, largely due to insufficient user engagement. Enhancing user experience is therefore essential to ensure that participants remain exposed to the intervention and can translate PWD strategies into daily behaviour. The present study addresses this challenge by integrating gamification features, such as goal setting, rewards, and points, into an electronic PWD intervention. These elements have been shown to increase engagement in educational and digital learning contexts.

*Method:* We use a quasi-experimental design with an intervention group and a waiting list control group, including Belgian and Dutch employees from multiple organizations. The intervention group immediately receives access to the electronic learning environment, whereas the waiting list control group gains access only after the study. Data collection is ongoing. Participants complete baseline and post intervention questionnaires assessing PWD, work engagement, and user experience.

*Results:* Data collection is currently ongoing. Preliminary results will be presented at the conference.

*Conclusion:* This study advances the growing line of research on PWD by testing and refining an electronic intervention aimed at strengthening proactive and energizing work behaviours. The intervention offers conceptual contributions by further specifying how PWD can be stimulated digitally and provides strong practical value as a concrete tool that organizations and their employees can adopt. More broadly, the study contributes to occupational health research by exploring how accessible, scalable digital interventions can support employee energy, engagement and resilience.

## **S102**

### **Proactive Reframing under Strain: Pathways of Playful Work Design under Emotional Depletion**

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*Background:* Playful Work Design (PWD) has emerged as an innovative extension of current proactive work behaviours, through which individuals reshape their orientation to work or create playful conditions within work activities to make them more engaging and enjoyable (Scharp et al., 2019; Bakker et al., 2020a). Although research has shown that PWD provides beneficial work outcomes, such as increased engagement and performance (Scharp et al., 2022; Caracuzzo et al., 2024), previous research also suggests that play behaviour can be linked with less desirable, divergent patterns (Celestine & Yeo, 2021; Abramis, 1990), particularly under certain personal or contextual factors (Scharp et al., 2023). Indeed, this research seeks to challenge the tempting nature of PWD and considers when moderating factors redirect its effects. Employees who experience depleted emotional resources often struggle to sustain motivation (Baumeister & Vohs, 2007). In such states, employees can utilize personal strategies to replenish energy and psychological resources, such as playful reframing (Bakker et al., 2020a; Scharp et al., 2021, Rofcanin et al., in press). However, while PWD can re-energise and spark motivation (Liu et al., 2023; Pap et al., 2025), it can also redirect already limited cognitive or emotional resources toward less functional or even counterproductive behaviours (e.g., Walsken et al., 2025). Therefore, drawing on the Conservation of Resources theory (Hobfoll, 1989), this research aims to examine how PWD, as a resource investment or protection strategy, channels depleted emotional resources into different forms of employee behaviour. We propose that, under conditions of emotional exhaustion, individuals may use PWD as a restorative mechanism to regain engagement and improve performance, or as a form of psychological detachment that shows as workplace deviance. We further examine whether prosocial motivation shapes the likelihood and direction of these contrasting pathways.

*Method:* The study employs a multilevel design, collecting weekly data from employees over an eight-week period. Approximately 55 participants completed self-reported measures of PWD, work engagement and prosocial motivation, along with supervisor-rated assessments of performance and deviant behaviours. Data captures week-to-week fluctuations in PWD and emotional exhaustion, providing an understanding of how employees' emotions and playful behaviours unfold over time. Mediation and moderated mediation analyses will be used to examine behaviours of emotionally exhausted employees who engage in PWD as a resource-generating strategy, and whether prosocial motivation influences the direction of its outcomes.

*Results:* As this is ongoing work, results will be finalized soon. We anticipate identifying distinct pathways through which PWD operates under emotional strain, with prosocial motivation playing a key role in determining whether outcomes are constructive or counterproductive.

*Conclusion:* This research aims to advance our understanding of PWD by discovering its potentially complex and inherit nature. The study considers that it may produce both adaptive and maladaptive outcomes, depending on employees' emotional states and motivational drive. By examining the role of prosocial motivation in influencing these outcomes, this work seeks to offer a more balanced perspective on PWD, as a process that may sometimes enhance vitality, but under some conditions, may also divert energy in less constructive ways. While the results are yet to be finalized, the anticipated findings may help clarify when and why playful behaviours support, rather than hinder.

**S103**

### **The Bright and Dark Side of Playful Work Design: Navigating Work Engagement and Workaholism**

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*Background:* Play at work is often associated with enjoyment, creativity, and engagement. Yet could play also have a darker side? Building on the energy management perspective of play (Celestine & Yeo, 2021), this research investigates whether playful work design (PWD), the self-initiated practice of making work more playful through designing fun and designing competition, always leads to beneficial outcomes. We argue that while PWD can function as an effective strategy for energy investment and restoration, it may also produce unintended costs if its components are imbalanced. Specifically, we propose that PWD enhances work engagement by promoting positive energy cycles but may simultaneously increase workaholism when competitive play outweighs fun-oriented play. Moreover, we explore how employees' configurations of designing fun and designing competition jointly shape these outcomes, moving beyond examining their effects in isolation.

*Method:* We conducted two complementary studies to test and replicate our hypotheses across different time frames and populations. Study 1 used a cross-sectional design with a heterogeneous sample of 1,262 employees from various sectors. Study 2 employed a daily diary design, capturing within-person fluctuations among 742 individuals over 2,774 workdays. In both studies, participants reported their levels of designing fun and designing competition, as well as daily or general work engagement and workaholism. We tested both direct and configurational effects using polynomial regression and response surface analyses.

*Results:* Across both studies, the two PWD components showed distinct and consistent effects. Designing fun was positively associated with work engagement and negatively with workaholism, while designing competition positively predicted both work engagement and workaholism. Importantly, we found support for the configurational hypotheses, specifically: work engagement was especially high when employees engaged in both designing fun and designing competition at similarly high levels (a high–high configuration). Workaholism, in contrast, was lowest when employees designed fun more often than they designed competition (an incongruent configuration favouring fun). These results were consistent across both the between-person and within-person levels, underscoring the robustness of our findings.

*Conclusion:* Taken together, these findings highlight the paradoxical nature of playful work design. The same playful strategies that energize and engage employees can also contribute to maladaptive overinvestment when enacted in unbalanced ways. This duality emphasizes that play at work is not inherently good or bad, it depends on how its components are orchestrated. Theoretically, our findings refine the energy management perspective of play by

showing that play can generate both restoration and strain, depending on its configuration. Practically, organizations should foster playful climates that emphasize enjoyment and social connection while remaining mindful of competitive dynamics that may intensify compulsive work behaviours.

## S104

### **From Home Crafting to Workplace Creativity: Parallel Roles of Playful Leisure Design and Meaningfulness at Work**

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*Background:* Creativity is an important employee outcome at work, yet employees' personal and home lives also offer rich sources of resources that may fuel creative performance. Drawing on the Work–Home Resources (W–HR) model, this study investigates how home crafting through strength use—the proactive application of personal strengths to shape one's home life—enhances creativity at work. We focus on two parallel mediating mechanisms: playful leisure design (i.e., the intentional creation of fun and competition through leisure experiences) and meaningfulness at work (i.e., the sense that one's work is significant and purposeful). Furthermore, we examine whether the organizational-unit climate for creativity amplifies these relationships by providing a context in which individual creative energy can be expressed and valued.

*Method:* Data were collected from 67 dual-earner couples across six consecutive weeks, resulting in a total of 402 matched weekly observations. Participants completed weekly surveys assessing their home crafting through strength use, playful leisure design, meaningfulness at work, creativity at work, and perceived organizational-unit climate for creativity. Multilevel path analyses were conducted to test the hypothesised model, accounting for the nesting of weekly observations within individuals and couples.

*Results:* Consistent with our hypotheses, home crafting through strength use was positively related to both playful leisure design and meaningfulness at work. Each mediator independently predicted creativity at work, supporting the presence of two parallel indirect effects. Specifically, individuals who actively used their strengths to shape their home experiences reported higher levels of playful leisure and greater meaningfulness, both of which contributed to enhanced weekly creativity. Moreover, the organizational-unit climate for creativity significantly moderated these indirect relationships, such that the positive effects of home crafting through strength use on creativity—via both playful leisure design and meaningfulness—were stronger when employees perceived a higher climate for creativity in their work unit.

*Conclusion:* This study advances theory and research on cross-domain resource transmission by identifying playful leisure design as a novel home-based resource mechanism that complements meaningfulness at work in predicting workplace creativity. Our findings suggest that proactive behaviours at home can enrich work outcomes, and that supportive organizational climates are crucial in transforming personal and nonwork resources into creative performance. By integrating home crafting, playfulness, and meaningfulness into the W–HR framework, we highlight how employees' playful and meaningful experiences beyond work can foster creativity within work.

**S105**

**Playful Team Design and Team Job Crafting in Healthcare Teams**

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*Background:* Teamwork in healthcare can be challenging due to high patient demands, as well as fluid and interdisciplinary collaboration settings. This raises the question how healthcare teams can best mobilize their resources to make use of team member's unique strengths. Building on the theory of team resource mobilization, the present study examines how playful team design and team job crafting relate to collective strength use and team flourishing. We hypothesize that both playful team design and team job crafting enable teams to mobilize volatile interpersonal resources (e.g., shared humour, knowledge, feedback, etc.), creating an environment where team members become collectively aware and able to coordinate their strengths. We further expect that this would subsequently lead to higher levels of team flourishing.

*Method:* We collected data among 149 healthcare professionals nested within 40 units using weekly diary surveys over a period of three weeks. For the final analyses only the data of teams with at least two usable responses per week were retained. A large part of the variance in team flourishing could be attributed to a team x week interaction, warranting three-level analyses (i.e., individuals nested within teams across weeks).

*Results:* Findings of three-level multilevel regression analyses indicated that playful team design and team job crafting were both positively associated with weekly fluctuations in collective strength use and team flourishing (i.e., temporal within-team level). When entered together, only the effects of playful team design remained significant, while effects of team job crafting disappeared. Collective strength use partially mediated the effects of weekly playful team design and weekly team flourishing.

*Conclusion:* In weeks when teams display higher levels of playful team design (than usual), team members experience higher levels of team flourishing and this effect is partially explained by collective strength use. The results of this study indicate that playful team design could be a viable strategy for organizing teamwork in healthcare settings in ways that promote collective strength use and team flourishing.

**Symposium 21: Dynamic Approaches to Understand Stressors, Strains, and Recovery**

Chairs: Lucas Maunz, Micha Hilbert

In everyday working life, people experience continuous fluctuations in stressors, strain, and recovery - sometimes feeling drained after a demanding morning but re-energized after a short break or walk. Occupational health psychology increasingly investigates such dynamic within-person processes using daily diary and experience sampling designs that capture changes within and across days. Research has shown that stressor, strain, and recovery variables are interrelated in complex, reciprocal ways, forming upward and downward spirals over time.

To better understand these processes, scholars apply dynamic modelling approaches that describe how psychological states evolve as a function of their prior levels and the time elapsed between measurements. Recent models - such as the random intercept cross-lagged panel model (Hamaker et al., 2015), the general cross-lagged panel model (Zyphur et al., 2020), and dynamic structural equation models (Asparouhov et al., 2018) - typically assume

discrete time, capturing changes at fixed intervals (e.g., hours or days). However, growing interest also centres on continuous-time models, which allow psychological processes to develop smoothly and flexibly over time rather than in discrete steps (Voelkle et al., 2018). This approach enables a more nuanced understanding of how stress, recovery, and energy fluctuate in real life.

This symposium showcases recent research applying both discrete and continuous-time dynamic modelling approaches to investigate stressor, strain, and recovery processes in everyday work contexts. Together, the studies highlight the temporal dynamics and reciprocal relationships that underlie daily well-being at work. Presentations include contributions from six universities across Switzerland, Germany, and Austria. First, Meier examines reciprocal continuous-time relations between effort–reward imbalance (ERI) in work and private life and multiple outcomes across the organizational and private domain using two longitudinal datasets with six and eight waves. Second, Sonntag discusses continuous-time relations between work-related cognitions during leisure and work engagement. Third, Hilbert explores reciprocal continuous-time relations between contact with nature and recovery during weekends. Fourth, Reis presents a two-week ESM study on fluctuations in the gap between momentary energy and situational demands throughout the day. Fifth, Kern investigates within-day effects of task- and communication-related ICT use on strain and recovery. Finally, Maunz examines reciprocal continuous-time relations between workload and exhaustion within the workday based on five ESM datasets.

## S106

### **Effort-Reward Imbalance at Work and Home: Longitudinal Research With Continuous Time Modelling**

Laurenz Meier<sup>1</sup>, Eunae Cho<sup>2</sup>, Yu-Chi Lin<sup>2</sup>

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*Background:* The effort–reward imbalance (ERI) model posits that a lack of reciprocity between invested effort and received reward constitutes a core stressor with detrimental effects on health and functioning. While extensive research has confirmed the adverse consequences of ERI at work, little is known about the impact of ERI experienced in other life domains or about the temporal dynamics through which ERI unfolds. Previous studies have mainly focused on between-person associations and long-term consequences, leaving open the question of whether short-term, within-person fluctuations in ERI predict changes in well-being, attitudes, or performance. The present research addresses these gaps by examining ERI both at work and at home as dynamic constructs that fluctuate over time.

*Method:* Two multi-wave longitudinal studies were conducted. Study 1 followed 311 employees over six monthly waves, whereas Study 2 included 937 full-time working adults surveyed weekly across eight waves. Both samples comprised individuals living with a partner and/or children. Participants reported their efforts and rewards at work and at home, exhaustion, job and relationship satisfaction, and performance in both domains. Data were analyzed with random-intercept cross-lagged panel models estimated in continuous time (CTSEM), allowing a decomposition of within-person and between-person variance and examination of dynamic cross-lagged effects over varying time intervals.

*Results:* Contrary to expectations derived from ERI theory, fluctuations in work and home ERI did not predict subsequent changes in exhaustion, satisfaction, or performance over short time spans. Only two lagged effects reached significance: Work ERI predicted a short-term increase in exhaustion in the monthly study, and Home ERI predicted a brief decline in relationship

performance in the weekly study. Both effects were small and transient. No evidence emerged for cross-domain effects (e.g., work ERI affecting family outcomes or vice versa). Several reversed effects appeared instead: higher exhaustion and, occasionally, higher satisfaction or performance predicted later increases in ERI. Between-person correlations between ERI and outcomes were robustly negative, indicating that individuals with chronically higher ERI reported poorer well-being and functioning.

*Conclusion:* Across two independent longitudinal designs differing in timescale, ERI showed meaningful within-person fluctuations, but these short-term changes were not followed by systematic lagged effects on well-being, attitudes, or performance. This suggests that while ERI varies dynamically over time, its detrimental consequences may primarily emerge from sustained exposure rather than from temporary deviations. By simultaneously considering ERI at work and at home, this research broadens the scope of the ERI framework and highlights the need for future longitudinal studies with varying time lags to determine when and how ERI becomes harmful.

### S107

#### **Work Engagement and Job-Related Cognitions During Leisure Time: Using Continuous Time Modelling to Test Temporal Dynamics**

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*Background:* Work engagement is a core concept in occupational health psychology. Past research identified workplace factors as predictors of work engagement. In addition, also job-related cognitions during non-work time (i.e., how people think about and reflect on their work during leisure time) are associated with work engagement. However, little is known about how the causal and potentially reciprocal processes between job-related cognitions and work engagement unfold. Our study examines reciprocal relations between job-related thoughts during leisure time and work engagement. We hypothesized that positively-valenced job-related cognitions (backward-oriented positive rumination, future-oriented goal generation) enhances future work engagement, whereas negatively-valenced job-related cognitions (backward-oriented negative rumination and forward-oriented solution seeking) harms future work engagement. With respect to the reverse process, we hypothesized that work engagement facilitates future positively-valenced cognitions and weakens future negatively-valenced cognitions.

*Method:* We tested our hypothesis in a six-wave longitudinal study (planned time lags between three weeks and twelve months). Data from 771 employees working in a diverse range of jobs were included in the analyses. We assessed job-related thoughts during leisure time and work engagement with established scales that demonstrated strong measurement invariance across time. For testing our hypotheses, we used continuous-time structural equation models (CT-SEM).

*Results:* For negatively-valenced job-related cognitions, findings were largely in line with our hypotheses. We identified a positive reinforcing loop with low work engagement and negatively-valenced cognitions mutually strengthening each other. For positively-valenced cognitions, findings were less consistent. Work engagement increased future backward-oriented positive rumination, but backward-oriented positive rumination decreased future work engagement. This pattern of finding implies a negative reinforcing loop between work engagement and backward-oriented positive rumination. Forward-oriented goal generation and work engagement were not significantly related over time. Optimal time lags were 1.6 months for positively-valenced cognitions and 2.2 months for negatively-valenced cognitions, respectively.

*Conclusion:* Our study shows that work engagement and job-related thoughts during leisure time are closely related over time. High work engagement drives favourable job-related thoughts and prevents negatively-valenced thoughts during leisure time. Moreover, entertaining job-related thoughts during leisure time can undermine future work engagement, irrespective of their specific content.

## S108

### **Nature at Work: Unravelling the Reciprocal Temporal Dynamics of Weekend Nature Contact and Employees' Recovery**

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*Background:* Within occupational health psychology, much is known about how leisure activities and recovery experiences serve as antecedents of employees' recovery from work. Recently, increasing attention has been directed toward the physical environments in which recovery necessarily and continuously occurs (Hilbert et al., 2024; Sonnentag et al., 2017), highlighting their role as restorative catalysts (Hilbert et al., 2025). In particular, nature has been proposed as a restorative environment (Hartig et al., 2014) that contributes to employees' recovery due to its energizing, calming, and distracting effects. However, less is known about the serial order and temporal development of these three pathways of nature contact. In the current study, we (1) theorize positive activation, serenity, and psychological detachment as outcomes of nature contact, (2) examine the continuous development of these outcomes over time, and (3) take a closer look at reciprocal dynamic processes such as upward spirals between nature contact and employee recovery.

*Method:* We recruited a broad range of employees via a non-economic online panel. In total, 248 employees (735 days, 2,924 observations) completed hourly ESM questionnaires on nature contact, positive activation, serenity, and detachment between 10 a.m. and 8 p.m. on one weekend (Saturday and Sunday). We analyzed the data using continuous-time residual dynamic structural equation models (CT-RDSEM). Reciprocal (cross-lagged) relationships were specified between nature contact and recovery outcomes (positive activation, serenity, detachment), controlling for the previous measurement of each respective variable (autoregressive effects). The multiple assessments per day allowed for time-continuous analyses, revealing the magnitude of relationships as a function of time lag (e.g., one versus several hours).

*Results:* As expected, our analyses revealed positive effects of nature contact on all investigated recovery outcomes (i.e., positive activation, serenity, detachment). Moreover, positive activation in turn predicted more nature contact over time, indicating an upward spiral between nature contact and positive activation. All cross-lagged effects peaked within approximately one hour and showed an exponential decay toward the end of the day. Contrary to our expectations, the effects of nature contact on all recovery outcomes occurred simultaneously and showed similar temporal developments, providing no evidence for a serial order among these pathways.

*Conclusion:* Growing empirical evidence supports the role of nature as a prototypical environment for recovery. Contact with nature helps employees regulate affect and activation to an optimal level (i.e., higher positive activation and serenity) and facilitates psychological detachment from work. Nevertheless, these effects appear short-lived and relatively small. In our presentation, we discuss implications for recovery research and practice (e.g., urban planning, organizational stress management, and individual leisure).

## S109

### **Mind the Gap: Trajectories, Correlates, and Consequences of Mismatches in Available and Required Energy in Everyday Situations**

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*Background:* Recovery, viewed from a self-regulatory perspective, is part of a continuous process of energy management. An individual's actual energy level depends on many factors (e.g., general energy level, circadian rhythm). In contrast, the required energy level is determined by situational factors. Conceptually, the assumption is that during the day, the actual energy level often needs to be upregulated to approach the required level. In the evening, it needs to be downregulated to allow for switching off and eventually sleeping. A similar idea has recently been proposed to explain intra-individual variability in personality expression. Situational personality expression represents the regulation of personality to meet situational demands and goals—and is assumed to be adaptive. In this study, we aimed to combine these perspectives and examine the effects of a mismatch (“gap”) between the momentary energy or attention available and the required energy or attention. In this vein, we investigated the within-day and across-day trajectories of the gaps, their correlates at the person and momentary level (e.g., detachment and stressors), and their consequences (negative affect).

*Method:* We ran a two-week experience-sampling study with five prompts per workday. Participants (N = 225; 173 female, 51 male, 1 nonbinary; age range 18–71, M = 36.28, SD = 15.29) reported their momentary actual and required levels of energy and attention, recent stressors, detachment, and affect across everyday situations. The intensive design yielded 8,851 observations. We modelled within-day and across-day gap trajectories and their correlates using multilevel and dynamic structural equation modelling.

*Results:* Across all situations, participants reported mismatches between their actual and required levels of energy and attention in both directions, though the majority of gaps were positive, indicating that individuals reported higher levels of energy and attention than were required in the particular situation. Within days, the trajectories of the gaps were, on average, negative ( $\beta = -.03 - .11$ ). Individuals scoring higher on detachment reported greater overall positive gaps and a steeper reduction in gaps across the day than individuals low in detachment. Contrary to our preregistered hypotheses, the experience of stressors predicted a reduction in the actual-required gap ( $r = -.09 - .28$ ), and more negative energy and attention gaps were associated with greater negative affect ( $\beta = -.11 - .29$ ).

*Conclusion:* Overall, the study highlights that individuals often maintain higher energy and attention levels than required, potentially buffering against stress. Matching momentary resources to situational demands matters, but “match” is not always uniformly adaptive. These insights deepen our understanding of how situational factors and individual differences, like stressors and detachment, affect daily energy management.

## S110

### **Why That “Quick Email Check” Hurts: A Within-Person Analysis of Task- and Communication-Related ICT Use After Hours Regarding Recovery and Strain**

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*Background:* Information and communication technologies (ICTs) have increasingly blurred the temporal and psychological boundaries between work and nonwork domains. Research indicates that work-related ICT use after hours can impair daily recovery and elevate

psychological strain. Yet, empirical evidence remains heterogenous: Several studies also report rather small or even null effects, whereas others found reverse effects, meaning that impaired recovery motivates employees to re-engage in work via ICTs. Despite substantial attention in research, it therefore remains unclear which specific aspects of ICT use drive these detrimental effects. In line with recent studies, we argue that differentiating the function of ICT use is essential for identifying when work-related ICT use in the evening becomes detrimental to recovery and strain. Conceptual frameworks distinguish task-related ICT use (e.g., engaging in core work tasks, such as preparing documents or presentations) from communication-related ICT use (e.g., monitoring emails, coordinating appointments). However, empirical research separating the unique within-person consequences of these two functions remains sparse. This study examines how work-related ICT use after hours relates to bedtime and next-morning recovery (detachment and relaxation) and strain (emotional irritation). Based on action-regulation theory, we expect task-related ICT use—which is more goal-congruent and potentially more intrinsically rewarding through experiences of success—to be less detrimental. In contrast, communication-related ICT use, as a non-core activity that often involves irrelevant or ambiguous information, should be more detrimental.

*Method:* We conducted a five-day diary study with four measurement occasions per day (9:00 a.m., 7:00 p.m., 8:30 p.m., and 10:00 p.m.), of which the 7:00 p.m. assessment was not used in this study. The final sample consisted of 317 individuals contributing 1,418 days. Because work-related ICT use after hours is typically characterised by a strong floor effect, we applied a two-part modelling approach that separates (a) the binary decision to use ICTs after hours for task- or communication-related purposes and (b) the duration of use per function. Same-day lagged effects were analyzed using multilevel structural equation modelling, whereas next-morning lagged effects were tested using dynamic structural equation modelling (DSEM).

*Results:* Results revealed that the act of engaging in after-hours ICT use - irrespective of duration - was associated with increased irritation at bedtime. Contrary to assumptions, neither task-related nor communication-related ICT use predicted bed-time detachment or relaxation. However, DSEM analyses controlling for carryover effects showed clear lagged effects: Communication-related ICT use, but not task-related ICT use, predicted higher next-morning irritation and lower next-morning relaxation. Duration of use did not predict any outcome.

*Conclusion:* Overall, the findings underscore that distinguishing why employees use their ICTs after hours is more informative than how long they use them. Communication-related ICT use appears to be the most detrimental aspect, suggesting that even brief boundary interruptions in the evening can be consequential. These results refine theoretical debates on after-hours ICT use as a job stressor and highlight actionable levers for boundary management and organizational policies.

## S111

### **The Daily Dynamics of Workload and Exhaustion: A Continuous Time Approach**

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*Background:* A high workload is a significant stressor that can contribute to negative health outcomes. Recent research has shown growing interest in the daily consequences of workload on an individual's exhaustion. However, existing empirical research only allows interpretation across a limited time range and at fixed points, such as estimating how workload during the workday relates to exhaustion at the end of the day or at bedtime. These studies offer little information about how changes in workload and exhaustion unfold dynamically during the day, that is, how and when they onset, evolve, fluctuate, reciprocate, and offset within workdays. In this study, we seek to investigate the dynamic, reciprocal relationship between workload and

exhaustion over the course of the day, offering greater temporal precision than what is currently available. By also considering the effect of exhaustion on workload, we not only aim to rule out a plausible alternative causal mechanism but also to shed light on how exhaustion impairs one's ability to work effectively. Understanding these dynamics allows fundamental insights into the daily well-being of employees and bridges insights to recovery research, highlighting when employees should take breaks.

*Method:* We collected data across five samples from various countries, including Germany, Austria, the UK, and the US. In total, we collected data from 530 individuals on 2695 days with a total of 7565 observations. Participants in all samples answered multiple surveys per day about their current workload (e.g., "I'm in a hurry with my work at the moment and probably still won't finish") and exhaustion (e.g., "I feel mentally exhausted right now") via a smartphone app. The data were collected in a continuous-time approach, with time lags between measurements being different between samples and individuals, resulting in time lags between 18 minutes and 10 days. We analyzed the data using continuous-time residual dynamic structural equation models (CT-RDSEM). Reciprocal (cross-lagged) relationships were specified between workload and exhaustion. The multiple assessments per day allowed for time-continuous analyses, revealing the magnitude of relationships as a function of time lag.

*Results:* As expected, workload showed a time-lagged effect on exhaustion during the day, as well as exhaustion showing a time-lagged within-day effect on workload. Our data also show that initial increases in workload and exhaustion significantly persist during the day, slowly fading out toward the end of the day. We found no significant day-to-day carryover effects, meaning that the experience of a greater workload or exhaustion than usual on one day did not significantly affect exhaustion or workload on the following day.

*Conclusion:* Growing empirical evidence supports the notion that increased workload negatively contributes to daily experiences of well-being. Our findings support this claim and show that workload and exhaustion reciprocally influence each other over the course of the workday. Nevertheless, these effects appear day-specific and show no significant carry-over effects to the following day, indicating that employees can recover from such disturbances. We discuss the temporal pattern of the effects and their implications for employee recovery.

## **Symposium 22: The Changing Face of Workload: The Role of Time in Occupational Health Psychology (Part 2): A Temporal Lens on the Work-Nonwork Interface**

Chairs: Miriam Schilbach, Jette Völker

Time is a fundamental yet often underexamined dimension in occupational health psychology. Experiences at work and employee well-being are inherently dynamic, fluctuating across different time spans (e.g., within days and across years). Accounting for these temporal patterns provides a more nuanced and realistic understanding of employees' experiences, potentially allowing for theoretical refinement and more targeted interventions to prevent health declines in the workforce. This symposium brings together six studies that examine the work-nonwork interface from a dynamic perspective.

The first set of presentations explores temporal patterns in recovery-related phenomena by employing a day-reconstruction method to identify weekend trajectories of detachment and predict engagement in the subsequent work week (presentation 1), by examining how evening recovery experiences vary in occurrence and effectiveness across the menstrual cycle (presentation 2), by quantifying the Sunday Scaries, that is, the buildup of negative experiences in anticipation of work, by modelling trajectories of tense activation during work- and nonwork days (presentation 3), and by investigating within-person relationships of the interplay between flow on recovery experiences (presentation 4). The focus then shifts to longer-term trajectories,

with an examination of work-home conflicts across the two years following the birth of a child (presentation 5), and an investigation of the development of segmentation preferences and their consequences for job satisfaction and performance (presentation 6). Together, these presentations illustrate the value of adopting a temporal lens to better understand phenomena at the work–nonwork interface and to promote employee well-being across diverse contexts and timeframes.

### S112

#### **Reconstructing the Weekend: Tracking Trajectories of Psychological Detachment Across the Weekend Using a Day Reconstruction Approach**

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*Background:* Prior research indicates that employees' psychological detachment from work fluctuates across the weekend. On some weekends, psychological detachment increases substantially from Friday to Sunday, while on others, it rises only moderately or remains consistently low. These distinct detachment trajectories across the weekend have been linked to varying levels of work engagement on the following Monday, helping to reconcile previous inconsistencies in the relationship between weekend detachment and engagement. However, most prior studies have measured detachment only once per weekend day, potentially missing meaningful within-day changes such as declines in detachment on Sunday evening when employees begin anticipating the upcoming workweek. The present study replicates and extends previous findings by adopting a finer-grained, episode-based approach using the day reconstruction method to capture fluctuations in detachment across multiple time points within the weekend. Additionally, we examine how weekly fluctuations in unfinished tasks predict the occurrence of specific detachment trajectories and how these weekend-specific trajectories relate to work engagement in the subsequent week.

*Method:* Employees reported their levels of psychological detachment across nine weekend episodes (from Friday evening to Sunday evening) in web-based Sunday evening surveys over four weekends. Unfinished tasks and work engagement were assessed in weekly Friday surveys. Data collection is ongoing. Thus far, 65 employees with diverse occupational backgrounds have participated in the study, providing 146 Sunday questionnaires.

*Results:* To analyze the data, a person-centred approach will be used. Latent class growth analyses will be employed to identify distinct detachment trajectories across the weekend. The automatic three-step approach with auxiliary variables will be used to examine antecedents and outcomes of the detachment trajectories. At the time of the conference, data collection will be complete and final results will be presented.

*Conclusion:* This study contributes to a more nuanced understanding of how employees psychologically detach from work across the weekend and how these temporal patterns shape work engagement in the subsequent workweek.

### S113

#### **Evening Recovery Across the Menstrual Cycle: Fluctuations in the Occurrence and Effectiveness of Working Women's Recovery Experiences**

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*Background:* Most of the female workforce regularly experiences their menstrual cycle, a natural monthly process linked to the female reproductive system. One menstrual cycle typically covers 28 days and starts and ends with the onset of menstrual bleeding. Previous

research has shown that the menstrual cycle is linked to changes in physiological, emotional, cognitive, and behavioural functioning. Therefore, it should affect job performance and recovery from work-related stress. While associations of the menstrual cycle with performance outcomes gain increasing attention from researchers and policymakers, associations with recovery remain largely unclear. Nevertheless, previous research has shown that recovery is not a stable construct but fluctuates across time. Therefore, we assume that evening recovery experiences (relaxation, detachment, control, mastery) fluctuate systematically across the menstrual cycle. Furthermore, we investigate whether certain recovery experiences are particularly effective (i.e., enhancing next-day job performance) in specific cycle phases. The most adverse cycle-related symptoms are typically experienced in the perimenstrual phase, spanning from three days before the onset of menstrual bleeding until the third bleeding day.

Due to perimenstrual symptoms such as pain, negative affectivity, and avoidance of social activities, it may be particularly difficult to detach from work, to decide freely how to spend off-job time, and to master personal challenges during the perimenstrual phase. In contrast, relaxation may be most compatible with individual needs and behaviours in this cycle phase, hence, easier to achieve. Therefore, we hypothesize that recovery experiences show quadratic trajectories across the menstrual cycle with high values of relaxation and low values of detachment, control, and mastery during the perimenstrual phase (i.e., at the beginning and the end of the menstrual cycle). To answer the research question of whether some recovery experiences are particularly effective in the perimenstrual phase, we explore the cycle phase (perimenstrual days vs. other days) as a moderator of associations between evening recovery experiences and next-day job performance (in-role and extra-role performance).

*Method:* Every evening across one menstrual cycle, 86 female employees reported previous-evening recovery experiences and same-day job performance (workdays only). Data collection is ongoing (currently 1299 daily questionnaires).

*Results:* Multilevel regressions are used to analyze the data. Preliminary results suggest a quadratic trajectory of detachment across the menstrual cycle, with the lowest values on perimenstrual days at the beginning and at the end of the menstrual cycle. No significant trajectories were found for relaxation, control, and mastery. The association between relaxation and in-role performance was moderated by the cycle phase, with stronger positive effects during the perimenstrual phase. Independent of the cycle phase, control and detachment were positively, and relaxation was negatively, associated with extra-role performance. Furthermore, extra-role performance was generally lower during the perimenstrual phase. Data collection will be completed in spring 2026. Final results will be presented at the conference.

*Conclusion:* This study provides insights into systematic changes of evening recovery experiences and their effects on next-day job performance across the menstrual cycle. These insights highlight when measures to support recovery are needed most and which recovery experiences should be prioritized.

## S114

### **Quantifying the Sunday Scaries - An Experience Sampling Study of Anticipation of Work and Trajectories of Tense Activation During Weekends and Workweeks**

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Although the *Sunday Scaries* - the buildup of negative experiences during Sunday in anticipation of a new workweek - has received considerable media coverage, scientific theorizing remains underdeveloped, and empirical evidence describing the phenomenon is limited to qualitative studies. In this study, we conceptualize the Sunday Scaries as trajectories

of tense activation during the final free day before the new shift or workweek begins (in many contexts, this corresponds to Sunday). We aim to describe trajectories of tense activation across the day, from morning to bedtime, and to compare these trajectories to other days of the week. Specifically, we examine trajectories of tense activation (a) on free days followed by a workday, (b) on free days followed by a free day (typically Saturday) and (c) on workdays (typically Monday through Friday). By drawing these comparisons, we aim to identify what is unique about the final day of rest before transitioning into a period of work.

We further explore how different facets of work anticipation of work explain variance in tense activation trajectories. To this end, we conducted a preregistered experience-sampling study over up to 18 consecutive days, covering three weekends and the two workweeks in between. Participants provided self-reports of tense activation four times per day (morning, noon, afternoon, and bedtime) and reported facets of work anticipation each morning. Drawing on up to 3,428 self-reports nested within 906 days from 76 workers, we found that trajectories of tense activation differed across days. Growth modelling confirmed that initial levels of tense activation were lowest on Sundays and highest on workdays. Across all types of days, tense activation approached an asymptote toward bedtime. Anticipation of work - specifically, threat appraisals and state occupational self-efficacy - was linked to initial levels of tense activation in the morning.

Taking the Sunday Scaries as a starting point, our study sheds light on the interplay between recovery from work and anticipation of work during weekends. Although we preregistered our materials and applied a rigorous study design, reliable measures, and sophisticated analytic approaches, the small sample of highly educated workers limits the generalizability of our findings and calls for further empirical scrutiny in future research.

## S115

### **When Flow Turns Sour: The Interplay of Flow and Workaholism on Recovery and Weekly Performance**

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*Background:* Flow is widely regarded as a beneficial work experience associated with enhanced performance and well-being. However, its intrinsically rewarding nature may also carry risks, particularly for individuals with workaholic tendencies. Workaholism is characterized by a compulsive inner drive to work excessively and difficulties disengaging from work, often leading to insufficient recovery and long-term strain. While previous research has examined addiction-like consequences of flow in leisure contexts, little is known about how flow affects recovery when it is paired with a compulsive work mentality. Drawing on the Effort-Recovery Model, we propose that frequent flow experiences may impair recovery and subsequent performance for those high in workaholic tendencies, as their compulsive drive hinders adequate rest. Flow may thus reinforce excessive engagement by creating a rewarding sense of control and mastery, masking the underlying compulsion and reducing awareness of personal limits.

*Method:* To investigate these dynamics, we are conducting a weekly diary study over five consecutive workweeks in Germany and Canada (July 2025–present). After a general baseline survey, participants complete questionnaires every Friday afternoon (workweek flow and performance) and Monday morning (weekend recovery and weekend work). Data collection is ongoing; so far, 70 participants have completed the surveys. We examine whether weekly flow interacts with compulsive work to predict impaired weekend recovery and whether this combination indirectly reduces performance in the following week. Moreover, we test whether working on the weekend amplifies these adverse effects.

*Results:* Data were analyzed using multilevel structural equation modelling (Level 1: week; Level 2: person). Treating energy as a recovery outcome, preliminary results show that weeks with higher-than-usual flow are linked to greater end-of-week energy. However, when employees experience both high flow and high compulsion, this positive association disappears. While the interaction is not negative as predicted, the emerging trend is consistent with theoretical expectations. Final results will be presented at the conference.

*Conclusion:* This study aims to contribute to understanding the potential dark side of flow at work by identifying when and for whom flow may cease to be beneficial. By integrating flow theory and workaholism research, it examines how the benefits of flow depend on employees' compulsive work tendencies, potentially weakening recovery when both are high. Identifying these boundary conditions is essential for developing interventions that promote sustainable engagement rather than exhaustion. Implications for organizational policies and employee well-being will be discussed.

## S116

### **Too Much to Handle? Trajectories of Work-Home Conflict as the Family Grows and the Impact on Parents' Mental Health**

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*Background:* Based on the conservation of resources model (COR) we examined the trajectories of work-home conflict for women and their partners in the context of the major life event of having a(nother) child and mothers' subsequent return to work. We further examined how these trajectories relate to both parents' mental health.

*Method:* In the context of a cohort study (the DREAM study), we examined 347 women and 223 men at three measurement points: during pregnancy (Time 1), 14 months after birth (Time 2), and two years after birth (Time 3; when all women had returned to work).

*Results:* The latent profile analysis did not reveal any profiles for men. But we found three work-home conflict (WHC) profiles for women: (1) a low-WHC profile, (2) an average-WHC profile, and (3) a high-and-increasing-WHC profile. All profiles differed in their starting levels. High starting values of work-home conflict were followed by a marked increase over two years, whereas low and average starting values were followed by hardly any increase. Overall, women with a low-WHC profile reported the best mental health, while the other profiles showed poorer mental health. Partners of women with these latter profiles (2 and 3) reported comparable mental health, but partners of women with low-WHC profile reported partly poorer mental health. Similar patterns were found for subsamples of couples where the women had returned to work prior to Time 2 and a subsample of first-time parents.

*Conclusion:* We conclude that high and average initial levels of WHC are required for the birth of a child to trigger a resource loss which manifests in worse mental health among women, which may even cross over to the partners' mental health. Our research contributes to the advancement of knowledge by providing an explanation of which volatile resource trajectories may escalate into an impairment of structural resources. Researchers should focus not only on loss spirals but also consider a continuous level of average resource depletion when examining severe detrimental effects.

S117

## **Segmentation Preference Trajectories Over Time and Their Consequences for Job Satisfaction and Performance**

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*Background:* Work-to-home segmentation preferences (i.e., the extent to which individuals aim to create thick and impermeable boundaries to keep their work role out of their home role) relate to stronger work-to-home segmentation enactment, which, in turn, is associated with less work-to-home conflict, less work-to-home enrichment, and greater life satisfaction via improved work–nonwork balance. Whereas most studies treat work-to-home segmentation preferences as stable individual differences, emerging research has started to consider intraindividual variation in segmentation preferences. This work suggests that segmentation preferences vary on a daily basis, such that individuals prefer more or less segmentation on one day than on another. Complementing this emerging research and building on the punctuated equilibrium model of work–family role boundary reconstruction, we aim to identify longer-term variability in work-to-home segmentation preferences. We further investigate how stability and change in segmentation preferences are influenced by work demands, and how they are related to changes in job satisfaction and performance.

*Method:* We re-analyzed data from a longitudinal panel study conducted in Norway during the COVID-19 pandemic (N = 2,321). The pandemic constituted a work-life shock for many individuals, requiring them to readjust how they worked and managed their home lives, thus providing the potential to alter work-to-home segmentation preferences.

*Results:* The results of the longitudinal latent profile analyses revealed seven distinct profiles, characterized by varying levels of stability and change over time. Work demands (i.e., quantitative job demands and supervisory responsibilities) varied across profiles, indicating that individuals in profiles with higher or increasing work-to-home segmentation preferences had lower work demands. Individuals across the seven profiles further showed some variation in changes in job satisfaction, but not in job performance.

*Conclusion:* Supporting the propositions of the punctuated equilibrium model of work–family role boundary reconstruction, our research shows that work-life shocks can initiate a recalibration of work-to-home segmentation preferences with subsequent consequences for work outcomes.

## **Symposium 23: Keeping Burnout Cool: Four Fresh Perspectives on Burnout**

Chairs: Bram Fleuren, Hans de Witte, Valentina Sagmeister

This symposium discusses four emerging research perspectives on burnout. While burnout has been studied for over 50 years, it still is a central occupational health problem that remains insufficiently understood. Arguably, to better understand and address burnout, approaches that are off-the-beaten path are needed. This symposium presents four newly developing research and practice perspectives, hoping to rekindle discussions on the phenomenon of burnout.

The first contribution expands the job-demands resources thinking on burnout by studying dynamic interactions. The presented study draws on week-level data to trace how fluctuations in job demands and resources and burnout symptoms co-evolve using Gaussian Graphical Models and Multilevel Vector Autoregression. By showing how burnout emerges from a network of shifting relationships between demands, resources, and symptoms, this contribution challenges it as a static stressor-strain concept. The second contribution develops the dynamic network approach to burnout further by introducing a network-appropriate measurement

instrument. Based on a thorough review of existing burnout literature and interviews, the measurement instrument enables a comprehensive inclusion of symptoms and conditions that are relevant in the development of burnout as a network-based phenomenon. It thereby enables a more thorough and dynamic understanding of what burnout is and how it develops over time. The third contribution to the symposium takes an elaborate clinical perspective to burnout to bridge the research-clinical practice gap. It addresses discrepancies between how work and organizational psychologists conceptualize burnout and how it is often approached in clinical practice. By offering an integral framework for burnout that connects these perspectives, this contribution aims to promote evidence-based practices as well as impactful research. The fourth contribution applies an existential perspective to burnout, proposing existential career concerns as a potential cognitive pathway in the development of burnout. This perspective is rooted in existential philosophy and positions burnout as a potentially resulting from situations where the act of working has not contributed to individuals' quest for purpose in life. The presentation introduces a novel measurement instrument that captures emerging existential concerns and relates them to burnout.

The symposium concludes with reflections on the four contributions made by a seasoned expert in the burnout field. These reflections aim to contextualize the presentations in the broader literature, ongoing trends in the field, and to discuss potential ways forward.

### **S118**

#### **Tracing Burnout in Motion: A Temporal Network Perspective on Job Demands and Job Resources**

Femke Legroux, Aleksander Banasik, Tim Vantilborgh, Sara De Gieter  
Vrije Universiteit Brussel, Brussels, Belgium

*Background:* Burnout remains a pressing workplace issue with far-reaching consequences for employees, organizations, and society at large. While extensive research has established the importance of job demands and job resources in shaping burnout, most studies conceptualize these factors as static or unidirectional. As a result, we know relatively little about how job demands, job resources, and burnout symptoms interact dynamically over time. This gap limits our ability to understand how burnout unfolds in real-world settings, where work characteristics and psychological states fluctuate continuously. To address this, we adopt a dynamic systems perspective that captures the temporal interplay between job characteristics and burnout dimensions.

*Method:* We collected weekly self-report data from over 250 employees across five consecutive weeks, focusing on key job demands (e.g., workload), job resources (e.g., social support), and burnout (e.g., emotional exhaustion). To model the temporal and contemporaneous relationships among these variables, we employed Gaussian Graphical Models (GGMs) and Multilevel Vector Autoregression (mlVAR). This analytic approach allows us to examine both within-person fluctuations and between-person differences, while identifying potential feedback loops and time-lagged effects.

*Results:* Our analyses reveal that burnout is not a static condition triggered by isolated job demands and/or job resources, but rather a dynamic phenomenon emerging from a shifting network of job demands, job resources, and burnout symptoms. Emotional exhaustion, in particular, surfaced as a central node in both contemporaneous and temporal networks. Rather than being solely driven by high workload, exhaustion appears to be shaped by complex, reciprocal patterns of strain and support. For example, a temporary dip in some job resources (e.g., less supervisor support) predicted increases in exhaustion the following week, which in turn dampened perceptions of social support. These findings suggest that burnout symptoms can both result from and contribute to changes in the work environment, reinforcing their persistence over time.

*Conclusion:* By capturing burnout as a dynamic process, this study offers a more nuanced and ecologically valid understanding of how it develops and persists. Our findings challenge linear stress models and highlight the importance of timing in occupational health research. From a practical standpoint, the identification of central nodes and time-lagged effects opens up new possibilities for targeted, timely interventions. Rather than focusing solely on reducing job demands or increasing job resources in general, organizations may benefit from monitoring dynamic patterns and intervening at critical moments when employees are most vulnerable to cascading effects. This dynamic systems approach thus holds promise for both theory and practice in the prevention and management of burnout.

## **S119**

### **Developing a Tool to Measure Burnout as a Symptom Network**

Valentina Sagmeister, Sara De Gieter, Tim Vantilborgh  
Vrije Universiteit Brussel, Brussels, Belgium

Our current burnout tools are based on common cause theory, in which symptoms are connected due to an underlying common cause. These tools were designed under the assumption that mental health phenomena are separate entities. Consequently, certain symptoms relevant to multiple phenomena were omitted from burnout scales. However, especially for burnout, depression, and anxiety, we observe an overlap in symptoms. Furthermore, such burnout tools tend to focus on symptoms present at the height of burnout, excluding symptoms relevant for other stages (early onset – height of burnout – recovery). In recent years, scientific interest in network theory for psychological phenomena has increased, in which directly observable symptoms and their relationships over time lead to a burned-out state, overcoming the search for a common cause. To estimate networks, it is particularly important to include 'all' relevant symptoms, which is why we develop a tool that includes a wider scope of symptoms relevant beyond the common boundaries of disorders and acknowledges stage-relevant symptoms.

We conducted a systematic review, collecting symptoms from 70 burnout inventories, 188 qualitative, 61 quantitative, 168 theoretical, and 342 review studies. In parallel, we conducted interviews with burnout practitioners (n = 14) and former burnout patients (n = 11). This resulted in over 5000 symptoms that we further reduced to 63, using a large language model.

Preliminary results suggest that symptoms that are more commonly attributed to depression and/or anxiety (e.g., rumination, heart palpitations, substance use, issues with self-perception, sleeping problems) are relevant for burnout. Furthermore, among others, self-neglect, the inability to detach, as well as fluctuations in productivity and performance may indicate early burnout/burnout risk. Allowing a wider scope of symptoms to ensure burnout networks are complete is important for further burnout network research. Using perceived causal networks, in which participants can choose relevant symptoms and their relationships, could be an important next step, which would also allow us to acknowledge the richness of burnout symptoms, while not overburdening participants.

## **S120**

### **Burnout Treatment from a Dynamic and Relational Perspective**

Paul Castelijn<sup>1,2</sup>, Peter Kuppens<sup>3</sup>, Lesley Verhofstadt<sup>1</sup>

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*Background:* Burnout constitutes a major psychosocial risk in contemporary work contexts (Edú-Valsania et al., 2022), with significant implications for individuals, organizations, and society at large (Van Hulle, 2023; Veldhuis et al., 2020). Despite increasing clinical attention,

existing interventions tend to yield only modest and often short-lived effects (Dreison et al., 2018; Iancu et al., 2018; Maricuțoiu, Sava & Butta, 2016; Demerouti, 2024), with limited evidence of effectiveness for individuals experiencing severe complaints (Ahola, Toppinen-Tanner & Seppänen, 2017). This underscores the continuing need for more robust, evidence-based, and sustainable treatment approaches (Schaufeli, 2018). The development of such interventions may benefit from closer alignment between the scientific community that studies burnout and the clinical community that treats it. These communities often uphold distinct perspectives on burnout's symptomatology, etiology, and terminology (Demerouti, 2024; van Dam, 2021), leading to diverging views on its treatment (Ahola et al., 2007; Ahola, Toppinen-Tanner & Seppänen, 2017). While work and organizational psychologists increasingly conceptualize burnout as a dynamic, relational, and context-bound phenomenon, clinical practice has traditionally emphasized individual stress responses and maladaptive coping (van Dam, 2021; Maslach & Leiter, 2016). Bridging this gap could foster more empirically grounded and clinically effective approaches to burnout intervention.

*Method:* Through a critical synthesis of contemporary burnout research, psychotherapy literature, and clinical case material, three research-informed principles for clinical practice were developed. This process involved (1) analyzing discrepancies in how symptomatology, etiology, and terminology are approached across research and clinical domains; (2) identifying areas of convergence supported by both clinical observation and psychotherapy change research; and (3) translating these insights into principles for case formulation and intervention planning.

*Results:* This synthesis yielded three guiding principles that form an overarching conceptual model of burnout as a dynamic and relational process. Within this model, fluctuations in symptomatology are bi-directionally associated with the quality of an individual's social exchanges across professional, familial, and societal contexts. These associations are mediated by perceived mismatches between personal values and contextual demands. Based on these principles, specific recommendations for clinical practice and directions for future research are outlined.

*Conclusion:* Integrating insights from both research and clinical domains, this model advances the understanding and treatment of burnout. It offers clinicians research-informed principles to guide hypothesis formulation and intervention selection, with the potential to enhance both the effectiveness and sustainability of future burnout interventions.

## **S121**

### **When the Employment Abyss Stares Back: Existential Concerns as Potential Cognitive Pathway to Burnout**

Bram Fleuren<sup>1</sup>, Carolin Lubosch<sup>1</sup>, Charlotte Rodriguez Conde<sup>2,3</sup>

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*Background:* Work plays a central role in the lives of people and can hinder or help people in living a fulfilling life. Existentialism as a philosophical stream has long discussed the challenge of finding fulfilment in life but has scarcely been applied to work and burnout within work and organizational psychology. This presentation draws on existentialism to develop a measurement instrument for existential concerns that represent the thoughts people have around not achieving fulfilment in various domains because of work. Specifically, based on previous work in clinical psychology, it recognizes six different existential concerns (i.e., meaning, death, identity, isolation, freedom, and responsibility) and links them to burnout in a three-study setup.

*Method:* Four studies were conducted to i) determine the appropriateness of the developed measurement instrument based on expert opinions (Study 1); ii) explore its factor structure (Study 2); iii) confirm its six-factor structure (Study 3); and iv) establish criterion validity for the six existential concerns by linking them to burnout using structural equation modelling (Study 4). Study 1 was an expert study in which generated items were evaluated by 10 content researchers in work and organizational psychology. Studies 2-4 were questionnaire based cross-sectional surveys involving three different samples of n = 196, n = 190, and n = 130 employees respectively.

*Results:* Study 1 led to the updating of a couple of formulations but the retention of most items from the originally formulated measurement instrument. Study 2 identified that the intended six-factor structure emerged as good fitting solution in an exploratory factor analysis. Study 3 confirmed the viability of the six factor solution of existential concerns. Study 4 showed medium to high positive correlations between each of the six existential concerns (i.e., meaning, death, identity, isolation, freedom, and responsibility) and burnout as measured with the Burnout Assessment Tool.

*Conclusion:* The four studies combined suggest that existential concerns as rooted in employment can be measured effectively with the developed measurement instrument. More importantly, the existential concerns are shown to be relevant to burnout and, given their high correlations, could point to a promising cognitive pathway in the development of burnout. If this pathway is confirmed in additional research that also incorporates work and work contextual characteristics, this could provide a novel route to preventing and reducing burnout.

## **Symposium 24: Bringing Safety to Scale: Examining Macro and Micro Influences on Health and Safety Outcomes**

Chairs: Alyssa Grocutt, Julian Barling

As organizations confront increasingly complex systems of work, understanding how psychological, organizational, and societal forces jointly shape health and safety is critical. This symposium brings together Canadian scholars to examine how micro- and macro-level factors contribute to injury prevention, recovery, and safety behaviour. Drawing on frameworks such as the job demands-resources model and socio-technical systems theory, the session advances a multilevel perspective on how individual experiences, human resource management (HRM) systems, and institutional contexts interact to shape safety outcomes.

At the micro level, the symposium explores reciprocal relationships between mental health and work injuries. Crossing levels of analysis, it examines how HRM systems can be experienced as empowering or demanding, and how these interpretations influence injuries. From a socio-technical systems perspective, it considers how the design of safety management systems interacts with individual differences to shape safety behaviour. Finally, at the macro level, it highlights how institutional, regulatory, and economic conditions create boundary constraints or opportunities for organizational safety.

The session will open with an overview by Grocutt, followed by four empirical presentations and closing synthesis by Barling. First, Granger presents longitudinal research on the bidirectional relationship between work injuries and mental health. Using nationally representative archival data, this study shows that work injuries predict mental health challenges through negative cognitions, whereas the reverse pathway was unsupported, illustrating psychological consequences of workplace injury. Second, Turner examines HRM systems as predictors of work injuries using multi-source archival data. Motivation- and opportunity-enhancing HR

practices were found to heighten perceptions of work intensification and involvement, which in turn differentially affected injuries, negatively and positively, respectively. These findings highlight the double-edged nature of HRM. Third, Dawson explores macro-level influences on occupational injury rates, including organizational systems, institutional logics, and broader economic forces shaping workplace safety outcomes. Fourth, O'Neill draws on socio-technical perspectives to analyze how safety systems influence employee safety behaviour, emphasizing the need to integrate system design and individual differences to understand serious injuries and fatalities (SIF) and "stuff that can kill you" (STCKY). Finally, Barling will synthesize insights and outline a path forward for multilevel occupational health and safety research.

Taken together, this symposium advances a comprehensive and theoretically integrated understanding of how individual, organizational, and institutional systems create and constrain physically safe work.

## S122

### **Differentiating the Bidirectional Relationship between Mental Health Challenges and Work Injuries: Evidence from the Canadian Longitudinal Study on Aging**

Steve Granger<sup>1</sup>, Nick Turner<sup>2</sup>

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Research on the co-occurrence of mental health challenges and work injuries has established that these conditions are reciprocally related, yet the psychological mechanisms that sustain this cycle remain poorly specified. Using three waves of data from the Canadian Longitudinal Study on Aging (CLSA; N = 16,937), we test a bidirectional, socio-cognitive model linking prior mental health challenges to subsequent work injuries, and prior work injuries to subsequent mental health challenges, through theoretically distinct pathways. We further assess whether social support moderates either pathway, drawing on cognitive resource theories and information processing models.

We first hypothesized that prior mental health challenges would predict later work injuries via diminished cognitive functioning. Although baseline depression predicted elevated odds of work injury at the second follow-up, neither cognitive test performance nor meta-memory issues consistently mediated this association. In the cognitive test model, the indirect effect was non-significant. In the meta-memory model, the indirect effect was marginal. These results indicate that while prior depressive symptoms directly predict later injury, cognitive functioning does not account for this association once prior levels and demographic covariates are included. Second, we hypothesized that prior work injury would predict later mental health challenges via negative cognitions. This pathway was supported. Baseline work injury predicted higher negative cognitions at follow-up, which in turn predicted higher depression at the next wave. The indirect effect was statistically significant. This result demonstrates that negative cognitions rather than cognitive functioning serve as a mechanism through which injuries predict later mental health among aging workers. Moderation analyses provided mixed support for asymmetry in the buffering role of social support. As predicted, social support did not moderate the depression-injury pathway at either wave. However, social support did moderate the injury-depression pathway at the later time interval. When work injury at follow-up 1 predicted depression at follow-up 2, both tangible and emotional support produced significant interactions. Simple slopes indicated that the injury-depression effect was strongest when tangible support was low and emotional support was high.

Taken together, these findings show that the mental health-injury relationship is bidirectional but psychologically asymmetrical. Negative cognitions play a central role in the injury-mental health pathway, whereas cognitive functioning does not explain the reverse. The moderating

role of social support is similarly asymmetric and time sensitive. These results clarify that intervention leverage lies primarily in disrupting post-injury cognitive patterns and providing support that is well matched to the demands of injury recovery.

**S123**

### **Mutual Gains or Conflicting Outcomes? High-Performance Work Systems and Competing Pathways to Injury**

Alyssa Grocutt<sup>1</sup>, Steve Granger<sup>2</sup>, [Nick Turner](#)<sup>1</sup>, Thomas O'Neill<sup>1</sup>

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High-performance work systems (HPWS) are designed to enhance employees' ability, motivation, and opportunity (AMO) to perform. Yet, as organizations intensify the pursuit of productivity, these same systems may also elevate psychosocial strain and compromise safety. Integrating the AMO framework with the Job Demands-Resources (JD-R) model, this study theorizes HPWS as a double-edged structure capable of generating both resources that protect employees and demands that endanger them.

We propose two competing pathways: HPWS can foster work involvement, a motivational job resource that enhances control and engagement and thereby reduces injuries, while simultaneously promoting work intensification, a job demand that heightens workload, fatigue, and injury risk. We tested these propositions using multisource, multilevel data from the 1995 Australian Workplace Industrial Relations Survey (1,828 senior managers, 1,828 operational managers, and 19,155 employees). Manager-reported HR practices were grouped into ability-, motivation-, and opportunity-enhancing bundles and linked to employee-reported experiences of work intensification, involvement, and injuries.

Bayesian multilevel structural equation modelling showed that motivation- and opportunity-enhancing practices each increased both work intensification ( $\gamma = .07$  and  $.04$ , respectively) and work involvement ( $\gamma = .10$  for both), while ability-enhancing practices were unrelated to either mechanism. Work intensification, in turn, predicted greater injury risk ( $\gamma = .39$ ,  $p < .01$ ), whereas work involvement predicted lower injury risk ( $\gamma = -.39$ ,  $p < .001$ ). These opposing indirect effects, i.e., positive via intensification and negative via involvement, were small but similar in magnitude, yielding a roughly net-neutral overall association between HPWS and injuries. The same pattern emerged within organizations, where employees experiencing higher intensification reported more injuries ( $\gamma = .13$ ), and those experiencing greater involvement reported fewer injuries ( $\gamma = -.20$ ). By embedding JD-R mechanisms within the AMO framework, this study clarifies how the same management system can generate mutual gains and conflicting outcomes. Rather than assuming HPWS are uniformly beneficial, we demonstrate that their safety implications depend on the relative strength of motivational versus impairment processes. Practically, the results suggest that safety need not come at the expense of performance. Organizations can design HR systems that amplify resource-producing features, such as participation, empowerment, and developmental feedback, while constraining demand-producing elements like excessive performance pressure, incentive-driven overwork, or continuous monitoring. Viewing safety as an integral component of sustainable HRM reframes the goal from mitigating harm to actively engineering systems that protect and enable employees.

Overall, this study provides rare multilevel, multisource evidence linking organizational HR systems to individual injury outcomes and advances theoretical alignment between HRM, JD-R, and occupational health psychology. By opening the "black box" between HPWS and injuries, we show how the co-existing forces of intensification and involvement can shape how organizations pursue high performance without undermining human safety.

## S124

### **From the Stock Exchange to the Shop Floor: Mapping Macro-Level Determinants of Workplace Safety and Safety Outcomes**

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*Background:* The International Labour Organization (2023) estimates that 395 million workers experienced non-fatal occupational injuries in 2019. Psychologists and practitioners seeking to understand workplace safety have often approached this phenomenon from the bottom up, focusing on individual and organizational factors, while giving limited attention to the broader systemic, institutional, and economic forces that shape safety outcomes. Yet these macro-level influences are increasingly recognized as central to explaining why safety practices succeed or fail across contexts. Turner and Deng (in press) examined how organizational practices and systems influence occupational injury rates, whereas Prouska et al.'s (2024) macro-level turbulence framework shows how workers' experiences are shaped by wider economic, regulatory, sociopolitical, technological, and environmental disruptions.

*Method:* This paper takes an integrative and theoretical review approach to develop a multilevel understanding of how macro-level turbulence and organizational responses jointly determine workplace safety outcomes. Building on existing frameworks, we integrate Prouska et al.'s (2024) macro-level turbulence factors and Turner and Deng (in press). We examine how macroeconomic mechanisms including corporate governance, capital markets, policy regimes, civil society, and labour institutions mediate the relationship between sources of turbulence and worker consequences. These mechanisms represent the institutional pathways through which economic and political dynamics cascade downward to affect organizational safety systems and, ultimately, workers' safety.

*Results:* This integrative approach addresses a key gap in occupational health psychology: the limited attention to macroeconomic and institutional contexts in models of safety. Without such consideration, psychologists and practitioners risk overlooking the systemic conditions that leave workers under-supported and exposed to avoidable risks. We therefore propose an updated multilevel model incorporating (a) Prouska et al.'s (2024) macro-level sources of turbulence, (b) the mediating macroeconomic mechanisms outlined above, (c) Turner and Deng's (in press) organizational safety systems and responses, and (d) the resulting safety outcomes for workers.

*Conclusion:* In conclusion, we argue that occupational safety must be understood as a systemically conditioned outcome, that is, one reflecting the intersection of macro-level forces, organizational responses, and worker experiences. This integrative framework advances the field by positioning macroeconomic turbulence and institutional mediation as essential components of any comprehensive model of workplace safety.

## S125

### **Persisting Serious Injuries and Fatalities: How Can We Help?**

Thomas O'Neill, Samantha Jones

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With many regions and organizations reporting stubbornly persistent rates of serious injuries and fatalities (SIF), it is time for research to focus on the stuff that can kill you (STCKY). From a human and organizational performance perspective, we must adopt a systems view of the organizational influences on safety and work behaviour in situ. We have an opportunity to build from the recent Human and Organizational Performance (HOP; Conklin, 2019) movement, which opens minds to the importance of organizational systems, organizational design, and organizational behaviour as having critical implications for safety behaviour and SIF prevention

measures. For example, we must consider the crucial role of communication and voice across levels of the organization, and language, as the language we use as academics and safety professionals (e.g., hazards, stored energy, controls) is NOT the language that all field operators, trades people, and labourers use to understand their environment. This presentation calls for a renewed focus on socio-technical systems theory, organizational effectiveness, and human individual differences to understand safety behaviour as it pertains to SIF and STCKY.

## **Symposium 25: Developing Compassionate Workplaces: Early Findings From the EU-CoWork Project on Supporting Employees Through End-of-Life Experiences**

Chair: Cristian Vasquez

Despite affecting millions of workers annually, end-of-life (EoL) experiences such as serious illness, caregiving responsibilities, grief and loss often go unsupported in workplace policies and cultures, resulting in poor mental health and productivity losses. This symposium presents early findings from EU-CoWork (Compassionate Workplaces in the Twin Transition Era), a Horizon Europe project (2024-2028), developing compassionate workplace interventions across 13 organizations in Belgium, Sweden, Austria and Greece. The project addresses mental health support gaps in workplaces affected by twin transitions (digitalisation and green transition) where challenges like social isolation compound difficulties employees face during EoL experiences. EU-CoWork integrates developmental evaluation for co-creative intervention design with realist evaluation examining context-mechanism-outcome configurations. The project employs a phased approach: pre-phase (assets and needs analysis), baseline data collection (T0), implementation phase with process evaluation, post-intervention assessment (T1: two years post-baseline), and follow-up (T2: three years post-baseline, examining sustainability).

Two years into the project, this symposium synthesises preliminary evidence across pre-phase and baseline, demonstrating the complete research-to-practice pipeline. The first presentation by Nikandrou presents a systematic review and meta-analysis examining organizational compassion and its relationships with employee performance and well-being outcomes. By reviewing evidence from 44 studies, this presentation provides conceptual clarity on how compassion relates to well-being and informing intervention programmes. The second presentation by Vasquez presents a scoping review systematically mapping organizational interventions for employees facing EoL experiences. Preliminary findings reveal a fragmented research landscape scattered across disciplines with diverse evaluation approaches, highlighting critical gaps in workplace-based intervention research and the need for systematically evaluated programmes. The third presentation by Topakas analyses the pre-phase assets and needs analysis, examining how organizational memory and prospective sensemaking shape intervention co-creation. This presentation reveals how organizations draw on past experiences and anticipate future outcomes, providing crucial insights into factors that facilitate or hinder sustainable implementation. The fourth presentation by Pupic describes preliminary implementation phase findings from three Austrian workplaces across different sectors. Results demonstrate that EoL experiences represent lived reality for many employees, yet current organizational responses are characterised by uncertainty, lack of communication, and individual negotiation, highlighting the critical role of leadership in providing structured compassionate responses.

This symposium directly addresses the conference theme by showing how research can be translated into practice. From synthesising existing evidence and identifying gaps, through systematic needs assessment and co-creative intervention design, to early implementation findings informing policy and organizational practice for workplace mental health.

S126

## The Impact of Organizational Compassion on Employee Outcomes: A Meta-Analysis

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*Background:* The contemporary organizational landscape, dramatically reshaped by phenomena like the COVID-19 pandemic and the increasing ubiquity of digital work, faces unprecedented challenges (Bednorz et al, 2022). While technological advancements offer flexibility, they also introduce complexities such as work-home interference, social isolation, and difficulties in maintaining interpersonal connections (El Kadri Filho and Lucca, 2022; Mann and Holdsworth, 2003). Simultaneously, universal human experiences of suffering, grief, and loss inevitably permeate the workplace, demanding a more humane and supportive organizational culture. Moreover, Europe's population with serious illnesses and palliative care needs is expected to continue to grow, affecting the active working population either as patients, caregivers or bereaved persons (Wilson et al, 2021). In this context, organizational compassion—defined as a collective process of noticing, feeling, acting, and sense-making to alleviate suffering—has emerged as a critical capacity for fostering resilience and well-being (Dutton, Workman, and Hardin, 2014). Despite a growing scholarly interest in organizational compassion, evidenced by its association with positive outcomes such as improved cooperation, increased engagement, and reduced turnover, the empirical understanding of its impact remains fragmented. Existing research often highlights the dyadic nature of compassion or explores its effects through single-study methodologies, leading to a scattered evidence base and a call for more rigorous synthesis (Lilius et al., 2011). A consolidated understanding of how organizational compassion is conceptualized and what specific employee-level outcomes it robustly influences is essential for guiding future research and practice.

*Method:* This meta-analysis aims to systematically synthesize the empirical evidence on organizational compassion to address two key research questions (RQ): RQ 1: How is organizational compassion conceptualized and measured in the extant literature? RQ2: What is the aggregate effect of organizational compassion on various employee outcomes, such as well-being, engagement, commitment, performance and turnover intentions? We conducted comprehensive searches across major academic databases to identify quantitative empirical studies investigating organizational compassion and employee outcomes. Inclusion criteria focused on peer-reviewed articles published in English providing empirical evidence on the specified constructs. Systematic data extraction of key characteristics (study design, sample demographics, compassion conceptualisation, outcome measures) and effect sizes will be conducted. Advanced meta-analytic techniques will estimate overall effects, explore moderating factors (industry, cultural context, measurement approaches), and assess publication bias.

*Results:* From comprehensive database searches, 44 articles exploring associations between organizational compassion and employee outcomes (well-being, engagement, commitment, performance, turnover intentions) were identified. Preliminary analysis reveals diverse conceptualisations and measurement approaches for organizational compassion, ranging from collective organizational-level constructs to individual perceptions of compassionate practices. Initial synthesis suggests positive associations between organizational compassion and employee well-being, engagement, and commitment, with preliminary effect sizes indicating moderate to strong relationships. Early findings suggest potential variations in effect sizes depending on how compassion is operationalised and measured.

*Conclusion:* This meta-analysis addresses critical gaps in understanding organizational compassion's impact on employee outcomes. By providing aggregated evidence across

multiple studies and contexts, findings will inform both theoretical development and practical implementation of compassion-focused interventions. The results have important implications for workplace mental health initiatives, particularly in fostering supportive organizational cultures that enhance employee well-being and resilience, contributing to the translation of compassion research into evidence-based organizational practices.

**S127**

### **Supporting Workers Through Illness, Caregiving, and Bereavement: A Scoping Review of Organizational Interventions**

Cristian Vasquez<sup>1</sup>, Dzenana Pusic<sup>2</sup>, Linea Öman Olsson<sup>3</sup>, Malin Eneslätt<sup>3</sup>, Lida Panagiotopoulou<sup>4</sup>, Deborah De Moortel<sup>5</sup>, Steven Vanderstichelen<sup>5</sup>, Carol Tishelman<sup>6</sup>

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*Background:* Working-age people increasingly face end-of-life (EoL) experiences during their professional lives, including personal serious illness, caregiving responsibilities for family members with serious or terminal conditions, bereavement, and supporting colleagues through these challenges. Evidence suggests that a substantial proportion of employees in any workplace are annually impacted by EoL experiences, with substantial implications for employee health, well-being, productivity, and workplace safety. Despite this significant burden, most workplaces lack comprehensive strategies to address these disruptive life events. The landscape of interventions designed to support workers experiencing EoL situations remains fragmented across multiple disciplines, with knowledge scattered between workplace-based and external programmes and limited understanding of what works, how, and why. This fragmentation hinders the development of evidence-informed workplace support programmes and policies.

*Method:* We conducted a scoping review to comprehensively map and synthesise existing peer-reviewed literature on organizational interventions supporting workers experiencing EoL situations. Systematic searches were conducted in Scopus, Web of Science, and PubMed databases (autumn 2024 and spring 2025), focusing on title, abstract, and keywords. The search strategy combined four key domains: workplace terms, difficult life events (grief, caregiving, serious illness, death), support mechanisms (compassionate leadership, workplace support, psychosocial support), and intervention components (training, policy, evaluation). Snowball sampling complemented the systematic search. Articles were screened against inclusion/exclusion criteria aligned with the review objectives.

*Results:* The systematic search yielded 6,969 articles. Following title, abstract, and keyword screening, 190 sources were downloaded, with 175 remaining after duplicate removal. Full-text screening excluded 160 articles, resulting in approximately 15 included studies. Preliminary data charting reveals the research landscape spans multiple disciplines including palliative care, public and environmental health, psychology, community medicine, and social work. Studies employ diverse methodologies (quantitative, qualitative, and mixed methods), though most lack explicit theoretical frameworks. Interventions target various populations including carer-employees, cancer survivors, those with traumatic life experiences, and grieving workers. Interventions operate at both group and individual levels, with effectiveness evaluation approaches including randomised controlled trials, pre/post evaluations, and retrospective reviews.

*Conclusion:* This scoping review reveals a fragmented but emerging evidence base for organizational interventions supporting employees experiencing EoL situations. Preliminary findings highlight considerable conceptual diversity in how EoL experiences are defined across disciplines, with most interventions occurring outside traditional workplace settings. The limited number of included studies underscores significant gaps in workplace-based intervention research and the need for theoretically grounded, systematically evaluated programmes. These findings inform the development of evidence-based compassionate workplace interventions within the EU-CoWork project framework and identify priority areas for future research.

**S128**

**Sensemaking in Compassionate Workplace Interventions: Organizational Memory, Prospective Sensemaking, and Change Capability**

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*Background:* Improving well-being at work increasingly relies on participatory, co-created compassionate workplace programmes designed to enhance employee mental health and foster supportive organizational cultures. Yet sustaining these interventions remains a major challenge for both researchers and practitioners. Many initiatives demonstrate short-term gains but struggle to embed lasting change. A key question is how organizations understand, frame, and make sense of compassionate workplace interventions, and how these processes shape their capacity to implement sustainable improvements in mental health and well-being. This paper introduces a conceptual model positioning organizational memory and prospective sensemaking as central mechanisms linking participatory compassionate interventions to longer-term organizational change capability. While existing research focuses primarily on retrospective sensemaking, less is known about how employees draw on organizational histories and anticipate future outcomes when co-creating new compassionate workplace programmes. Understanding these interpretive processes is essential for determining what interventions work for whom in which circumstances to remain effective beyond their active implementation phase.

*Method:* This study draws on comprehensive assets and needs analysis data from the EU-CoWork project, a major Horizon Europe initiative developing compassionate workplace programmes across European organizations. The dataset includes semi-structured interviews and organizational mapping exercises conducted across multiple partner organizations during the initial project phase. The needs analysis systematically examines key areas relevant to compassionate workplace development, including current well-being challenges, organizational culture and resources, previous experiences with well-being initiatives, integration with existing practices, organizational motivations for participation, and expectations regarding immediate and sustainable outcomes. Data capture how employees and leaders mobilise organizational memory through references to past practices, informal cultural norms, and earlier organizational responses. They also reveal prospective sensemaking, including aspirations, concerns, and criteria for successful intervention outcomes. Reflections from meetings with implementation partners illustrate early sensegiving processes, particularly how organizations frame the future role and value of compassionate interventions.

*Results:* Preliminary analysis of the EU-CoWork assets and needs analysis reveals distinct patterns in how organizations make sense of compassionate workplace programmes before implementation. Initial findings suggest that organizational memory significantly shapes expectations and readiness for change, with organizations drawing extensively on past

intervention experiences to frame current needs. Early data indicate variation in prospective sensemaking across partner organizations, reflecting different organizational cultures, resources, and previous exposure to well-being initiatives. Preliminary patterns suggest that organizations with more explicit references to past practices demonstrate more nuanced anticipatory frameworks for sustainable change.

*Conclusion:* By analysing interconnected sensemaking dynamics during the assets and needs analysis phase, this study develops a temporal process model clarifying how organizational histories and anticipatory interpretations shape decisions in designing compassionate workplace programmes and impact sustainability of change. Findings offer practical insights for occupational health policy and practice, highlighting the importance of systematically assessing both organizational memory and future-oriented expectations when designing sustainable compassionate interventions to support workplace mental health.

## S129

### **Compassionate Workplaces in Austria: Supporting Employees Through Chronic Illness, Caregiving, Death, Grief and Loss**

Dzenana Pupic, Kristina Kreimer, Klaus Wegleitner  
University of Graz, Graz, Austria

*Background:* Existential experiences such as chronic illness, death, dying, grief and loss are part of human life and do not cease to exist at the workplace. Although awareness is increasing in Austria that addressing these issues without adequate support can negatively affect employees' health and well-being and disadvantage organizations, there is a notable lack of empirically grounded, intervention-oriented research. The EU-CoWork project addresses this gap by co-creatively developing and implementing measures to create compassionate work environments across twelve workplaces in Belgium, Greece, Sweden, and Austria. This paper presents research findings from three Austrian organizations of different sizes and sectors, providing empirical evidence to inform the development of compassionate workplace programmes.

*Method:* Three Austrian companies were examined using case study methodology with a mixed-methods design. A standardised online survey collected employees' experiences with chronic illness, caregiving responsibilities, death, grief and loss, as well as perceived forms of support and compassion in the workplace. Semi-structured qualitative interviews were conducted with employees to explore individual experiences, coping mechanisms, and specific situations of workplace support in greater depth. Data collection focused on understanding both the prevalence of these experiences and the organizational responses employees encountered.

*Results:* Findings reveal that experiences with chronic illness, caregiving, death, grief and loss in the workplace are not exceptional but represent lived reality for many employees across the three Austrian organizations. Various formalised forms of workplace support exist but are only partially utilized. Qualitative analysis demonstrates that dealing with these topics in everyday work life is characterised by uncertainty, lack of communication, and individual negotiation rather than systematic organizational responses. Employees reported varying organizational reactions ranging from informal peer support to some structural frameworks, but highlighted significant gaps in internal communication structures, unclear responsibilities regarding who to approach for support, and inconsistent leadership practices. Those directly and indirectly affected described how different company structures and practices were perceived as either supportive or as additional burdens. Interviews revealed that employees often navigate these situations alone, developing individual coping mechanisms in the absence of clear organizational guidance.

*Conclusion:* These Austrian case studies provide empirical foundation for fostering more compassionate and supportive workplaces. Findings reveal existing gaps and identify concrete starting points for interventions, including developing clear communication protocols, establishing designated responsibilities for employee support, and training leadership in sensitive practices. Results demonstrate the urgent need for systematic organizational approaches rather than leaving employees to individually negotiate support during vulnerable life experiences. These insights directly inform EU-CoWork intervention development and offer practical guidance relevant to research, organizational practice, and policy development for compassionate workplace programmes.

## **Symposium 26: The Dark Side of Hybrid Work: Hidden Costs for Well-Being, Equity, and Careers**

Chairs: Wladislaw Rivkin, Laurenz Meier, Dana Unger

While flexible work arrangements can be beneficial for well-being and performance, less visible risks of such work arrangements for employees remain under explored. This symposium integrates four complementary studies that illuminate the darker side of hybrid and remote work, drawing on daily diary, dyadic, and longitudinal research designs. Jointly, these studies show how remote work can also undermine mental health, fairness, and inclusion.

First, Kellenter et al. use a 10-day diary study to examine how daily misfits between employees' work or personal demands, and their mandated work environment affect well-being and functioning. Both work- and personal-life misfit predict lower mood, satisfaction, and greater counterproductive behaviour, underscoring how restricting flexibility can heighten strain when environments no longer align with individual circumstances. Second, Giannakoudi et al. employ a two-wave study to test whether remote-work intensity hinders career success through professional isolation. Results show that greater remote-work intensity predicts higher isolation, which in turn reduces subjective and expected objective career success (e.g., salary growth, bonuses). Regular communication with colleagues and supervisors mitigates isolation, highlighting the value of social connectedness in sustaining careers under hybrid conditions. Third, Schweitzer et al. explore the gendered consequences of working from home among dual-earner couples. Drawing on daily experience-sampling and qualitative data, they demonstrate that women—but not men—experience more work-to-home transitions, which enhance family functioning but undermine career progress. These findings challenge the assumption that remote work benefits all employees equally and reveal how flexibility can perpetuate gendered inequalities in dual-earner households. Fourth, Huo et al. examine workplace bullying across communication media of varying richness. Daily data from employees show that bullying through richer media (e.g., video or face-to-face) more strongly reduces self-esteem and increases withdrawal and work-family conflict, suggesting that digital contexts can intensify interpersonal harm and spillover across domains.

Together, these studies reveal how hybrid work can erode connectedness, amplify unfairness, and threaten long-term career sustainability if unmanaged. Our discussant, Unger, will integrate these insights and highlight shared theoretical, practical, and policy implications - showing how individuals, organizations, and policymakers can preserve flexibility while safeguarding employees' mental health and inclusion.

**S130**

**When the Work Environment Doesn't Fit: Daily Misfit Experiences in Relation to Work and Personal Life**

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Over the past years, the widespread adoption of hybrid work has redefined where and how work takes place. While this flexibility has offered many benefits, recent debates about returning to the office reveal that work and personal life may no longer align with the constraints of an organizationally mandated work environment. For instance, employees may need to focus while the office fosters distractions or face personal life demands that require them to be at home. As organizations increasingly restrict their employees' choice of work setting in the name of collaboration and team cohesion, such situations can create tensions between employees' circumstances and their mandated work environments. As a result, what was manageable under flexible conditions may now result in daily experiences of misfit as employees attempt to meet their various demands or needs.

In this study, we address these amplified tensions through the lens of person-environment fit theory. Focusing on the perceived misfit between employees' mandated work environments and their various demands or needs, we aim to better understand how hybrid work arrangements impact employees' daily experiences. To capture the interplay between life domains, we distinguish between work-environment misfit and personal life-environment misfit as two related yet distinct constructs. In addition, we consider role involvement (in both work and personal life) and the perceived illegitimacy of the mandated work environment as potential boundary conditions at the dispositional and situational levels. Drawing on a ten-day diary study of 227 employees in Switzerland ( $N_{\text{level 1}} = 2,400$ ), we conducted multilevel analyses to investigate how daily misfit experiences relate to behavioural (counterproductive work behaviour), attitudinal (job, personal life, and work-life balance satisfaction), and well-being (momentary mood) outcomes.

Our results showed that both forms of misfit are consistently associated with adverse outcomes. Exploratory analyses further confirmed that they exert consistent main effects when modelled concurrently. Combined, these results largely support our hypotheses and show that work- and personal-life misfit are distinct constructs. In contrast, role involvement and perceived environmental illegitimacy showed only limited moderating effects. Theoretically, our findings thus highlight the value of considering misfit beyond fit in understanding employees' experiences in hybrid contexts. Practically, they underscore the importance of designing work arrangements that align more closely with employees' diverse circumstances—reducing misfit and, thereby, fostering positive outcomes across life domains.

**S131**

**Does Hybrid Work Come at the Cost of Career Success? The Roles of Professional Isolation and Regular Communication**

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*Background:* Despite the widespread adoption of hybrid work arrangements, where employees have the flexibility to work away from the company-based workplace for a portion of their work time, one key concern is that these arrangements hinder career success, especially for those employees who work remotely more extensively. However, empirical research on the effects of hybrid work on career success has been limited and has mostly relied on cross-sectional and

qualitative data. To address this gap, we draw from social capital theory and propose that remote work intensity predicts increased professional isolation and, in turn, decreased subjective career success and objective career success, i.e. (expected) promotions, (expected) salary increase, and (expected) bonus payments. Specifically, we expect that remote work intensity increases feelings of professional isolation due to decreased formal and informal interactions with colleagues or career development opportunities. We further posit that regular communication with supervisors and colleagues buffers the detrimental effect of remote work intensity on professional isolation, by facilitating continued access to informal and formal information and supporting visibility at work. Therefore, we expect employees who proactively maintain communication with supervisors and colleagues, even when frequently working remotely, to be less likely to experience professional isolation.

*Method:* Two hundred fifty-six participants with a hybrid work arrangement were recruited via a panel company. Participants completed two questionnaires, spaced six months apart. Remote work intensity and regular communication were assessed in the first wave, professional isolation and subjective and objective career success were assessed in the second wave using validated self-report scales. Data was analyzed using structural equation modelling.

*Results:* Remote work intensity positively predicted professional isolation, however, only when controlling for hybrid work experience. Further, professional isolation negatively predicted subjective career success, expected salary increase and expected bonus payments. Professional isolation did not predict actual bonus payments, salary increases, promotions, or expected promotions. We did not find the hypothesized moderation effect of regular communication on professional isolation. However, we did find a direct, negative effect of regular communication on professional isolation.

*Conclusion:* While remote work intensity appears to undermine subjective and objective career success through professional isolation, this effect emerges only after accounting for hybrid work experience. Additionally, maintaining regular communication with supervisors and colleagues seems to protect employees from professional isolation, regardless of their remote work intensity. Overall, this study contributes to the larger hybrid work literature by shifting the focus to the longer-term career outcomes of hybrid work.

## S132

### The Gendered Consequences of Working from Home on Family and Career Performance of Dual-Earners

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*Background:* One of the few silver linings of the COVID-19 pandemic was the increasing normalization of remote and hybrid work setups. This shift has endured, with many employees continuing to work from home for part of their week. Yet, despite its popularity, working from home remains contested. On the one hand, employers express substantial scepticism toward remote working, issuing return-to-office mandates claiming to reassert control over employees. On the other hand, support for remote working among employees is sky-high because it seems to promote work-family balance and boosts productivity. Empirical evidence on the consequences of working from home also remains mixed. Employees often perform household chores during work hours, suggesting benefits for the family domain, whereas work productivity appears improved, but career progress may stagnate due to reduced visibility. These tensions highlight a gap in understanding how remote work shapes outcomes across work and family

domains – particularly for dual-earner couples, who must jointly manage both domains. Integrating domain switch theory and the work–family facilitation model, we examined whether working from home constitutes a perk or a penalty for dual earners by focusing on work-to-home transitions – interruptions of work activities to address home demands – as a key behavioural mechanism. We argue that working from home increases attention pressure from the home domain, thereby heightening such transitions. These transitions create a cross-domain trade-off: they enhance family performance by increasing family load but undermine career performance by reducing work goal progress. Importantly, we propose gender as a demand characteristic, suggesting that this trade-off only materializes for women because norms concerning gender roles might compel women to invest more resources into performing domestic chores as opposed to work tasks when engaging in work-to-home transitions.

*Methods and Results:* Experience-sampling data from dual-earner couples support this reasoning: work-to-home transitions mediate a serial positive association between working from home, family load, and family performance, and a negative serial association between working from home, work goal progress, and career performance. However, as expected, these effects occur only for women. Supplemental qualitative data further reveal gendered differences in the types and intensity of transitions.

*Conclusion:* Together, these findings offer a granular, behavioural account of remote work's daily implications and challenge the assumption that working from home uniformly benefits all employees, showing instead that it can perpetuate gendered inequalities in dual-earner households.

### S133

#### **Richer Media, Greater Harm? A Multilevel Examination of the Role of Media Richness on the Work and Non-Work Consequences of Workplace Bullying**

Mingda Huo, Wladislaw Rivikin

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Workplace bullying is a destructive experience in organizations and has attracted increasing attention. With the growing use of digital communication, bullying now unfolds through multiple media that differ in how much social and emotional information they convey. However, we still know little about how different communication media shape the psychological impact and behavioural outcomes of bullying. This study explores how bullying through different communication media influences daily withdrawal behaviour and work–family conflict. To develop our argument, we draw from self-affirmation theory, which explains how people maintain a sense of self-integrity when their self-worth is threatened. We suggest that bullying through richer media, such as face-to-face or video communication, makes the threat feel more concrete and personal. Employees then judge the threat as more severe and find it harder to affirm their self-worth. This disruption of self-affirmation prevents them from restoring integrity and gradually weakens self-esteem. When this process breaks down, employees may cope defensively by withdrawing from work or letting negative emotions spill over into the family domain. We expect that on days when employees encounter bullying through richer media, their self-esteem will decline more sharply, which in turn leads to greater withdrawal and higher work–family conflict. We tested the proposed research model with data from 238 employees who had recently experienced workplace bullying and were asked to complete three daily surveys over the course of two working weeks. The findings largely supported our hypotheses. More specifically, the data indicate that when media richness is higher, bullying has a stronger negative impact on employees' self-esteem, which in turn leads to greater withdrawal and higher work–family conflict. By integrating communication media into the framework of workplace bullying, our study challenges the traditional distinction between face-to-face and

cyber forms of bullying. It extends current perspectives by viewing communication media as part of the work environment that shapes employees' daily psychological experiences. We also discuss the implications of our findings in relation to self-affirmation theory and suggest ways organizations can better support employees who are exposed to bullying. From an organizational perspective, using less rich media in situations where tensions are likely to arise may help reduce the harm caused by bullying. For employees who have experienced bullying, supporting efforts that restore self-worth and strengthen self-esteem can be an effective way to lessen its negative impact.

### **Symposium 27: Examining Context in Organizational Interventions: Advancing the Effect Modifier Assessment (EMA) Method for Understanding Change Processes**

Chair: Kasper Edwards

Organizational interventions are implemented in dynamic settings where multiple, overlapping changes influence outcomes. Traditional evaluation approaches often ask whether an intervention “worked” but rarely account for contextual developments or competing causes that may shape those outcomes. The Effect Modifier Assessment (EMA) method offers a structured, participatory approach to address this gap. Through small, facilitated workshops, EMA helps participants recall and map significant events and changes during the intervention period - both those directly connected to the intervention and those arising from the broader organizational environment. This provides a more grounded basis for interpretation and strengthens causal reasoning in non-experimental settings.

The EMA method produces a dataset that combines event timelines, descriptive narratives, and semi-quantified impact ratings. Data analysis generally proceeds in three steps: (1) distinguishing intervention-related events from external (modifier) events; (2) grouping events into thematic categories; and (3) aggregating the perceived direction and strength of impact for each theme. More recent EMA applications also use an explanation-type classification to distinguish between intended mechanisms, competing causes, and contextual factors that amplify or dampen outcomes. This allows evaluators to assess the relative explanatory weight of different influences, rather than simply listing them. Yet, there appears to be room for improving both scope and rigor of the EMA method.

The symposium will explore different analytical strategies for using EMA in practice, based on the presenters' experience with the method. Presentations include examples of EMA implementation in varied occupational sectors, the utility of the explanatory classification of contextual factors, and how representative EMA workshops are. Presenters will illustrate EMA applications in healthcare, prison services, and primary and higher education, and reflect on practical considerations such as virtual workshop delivery and sampling. By placing context, explanation, and interpretation at the centre of evaluation, the symposium aims to support more nuanced and practice-relevant understandings of how organizational interventions unfold.

#### **S134**

#### **How Many EMA Workshops Are Enough? Assessing the Reliability and Saturation of Effect Modifier Assessment Data**

Kasper Edwards

Technical University of Denmark, Ballerup, Denmark

The Effect Modifier Assessment (EMA) method is designed to systematically identify and assess contextual events that may amplify, reduce, or otherwise influence the outcomes of organizational interventions. While EMA is increasingly used to strengthen causal inference in complex, real-world settings, questions remain about the reliability of EMA outputs—particularly

how many workshops are needed to obtain a sufficiently representative overview of relevant contextual influences. This study examines the consistency and saturation of EMA data across multiple workshops conducted in a large hospital Heart Center employing approximately 150 staff across ten operating rooms.

Six EMA workshops were carried out with a total of 27 participants (approximately 18% of staff), representing nurses, physicians, nurse assistants, and managers. Each workshop followed the standard EMA protocol: participants individually recalled significant events over the intervention period, placed them on a shared chronological timeline, and collectively assessed each event's perceived impact on the work environment. Event-notes and workshop transcripts were analyzed thematically, with particular attention to (a) recurrence of themes across workshops, (b) variation in perspectives between staff and managerial roles, and (c) the point at which thematic saturation occurred.

Results show that although each workshop produced unique contextual details, the major themes emerged early and were remarkably consistent across all workshops. Notably, managers tended to contribute more event-notes and emphasized organizational restructuring and resource issues, while staff focused more on day-to-day workflow and collaboration challenges. However, both groups identified the same dominant contextual forces shaping the intervention period. These findings suggest that a single well-facilitated EMA workshop can reliably capture the key contextual influences affecting intervention outcomes, with additional workshops offering incremental depth rather than substantially new insights.

This study provides empirical guidance for designing EMA-based evaluations and offers practical recommendations concerning workshop sampling, thematic saturation, and analytical confidence in context-sensitive intervention research.

### **S135**

#### **Cross-Sector Lessons from Effect Modifier Assessment (EMA): Understanding Context in Organizational Interventions across Workforce Sectors**

Mazen El Ghaziri<sup>1</sup>, Serena Rice<sup>1</sup>, Alicia Kurowski<sup>1</sup>, James Hughes<sup>2</sup>, Yuliana Garcia<sup>1</sup>, Suzanne Nobrega<sup>1</sup>, Laura Punnett<sup>1</sup>

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Organizational interventions are rarely implemented in isolation. Changes in leadership, policy, staffing, or external crises often coincide with intervention activities, influencing both implementation and outcomes. The EMA approach assesses alternative explanations (modifiers) of the effectiveness of an intervention in settings where there is no typical control group. This presentation examines how EMA has been applied across three occupational settings, corrections, mental healthcare, and higher education, and distills cross-sector lessons for organizational research and practice.

Each site applied the EMA protocol through small group workshops with workers who experienced, but did not design, their organization's intervention. Participants collectively identified major events and changes that occurred during the intervention period, classified them as "intervention-related" or "modifier" events, and rated their perceived direction and strength of impact. The resulting data combined qualitative narratives and semi-quantified ratings, allowing comparison of contextual patterns across workforce sectors.

Despite sectoral and structural differences, consistent themes emerged. Worker-led interventions, such as wellness and mental health training in corrections, communication and leadership initiatives in mental healthcare, and gender-equity and mentoring programs in higher education, were perceived to have positive influences on organizational climate and culture.

Yet these positive effects were frequently constrained by pervasive modifier events, including staffing shortages, administrative turnover, pandemic disruptions, and regulatory changes. In all sectors, EMA revealed how organizational outcomes were shaped by a dynamic interplay between internal initiatives and external forces.

Comparative analysis highlighted both methodological and substantive insights. Methodologically, EMA demonstrated strong adaptability across workforce contexts, offering a feasible tool for evaluating interventions in complex, non-experimental environments, including virtual workshop delivery. Substantively, EMA results reinforced that sustainable change depends not only on the quality of intervention design but also on organizational capacity to navigate contextual related factors.

By integrating participant perspectives and contextual analysis, EMA enhances causal interpretation and bridges the gap between intervention implementation and real-world factors. The cross-sector synthesis underscores EMA's contribution to occupational health psychology as a practical framework for examining how context and intervention interplay in the dynamic workplace change processes. Findings suggest that embedding EMA within participatory research designs strengthens evaluative rigor, supports workforce engagement, and advances the science of implementation for organizational interventions.

### S136

#### **Supplementing the EMA with a Context Analysis Protocol for Interpretation of Findings**

Suzanne Nobrega<sup>1</sup>, Laura Punnett<sup>1</sup>, Mazen El Ghaziri<sup>1</sup>, Serena Rice<sup>1</sup>, Kasper Edwards<sup>2</sup>

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A major challenge when evaluating organizational interventions is knowing whether the outcomes we observe are due to the intervention itself or to some other factor that is *unrelated* to the intervention. The “Effect Modifier Assessment” (EMA) evaluation method is designed to gather data about such organizational factors. Although the EMA protocol generates data relevant for explaining an intervention's outcomes. The EMA protocol did not offer an analytic approach to understand the *mechanism* and *level of impact* of specific contextual factors. This paper describes a new context analysis protocol we developed for this purpose. We describe how this protocol was used, the limitations, and invite discussions of strengths and caveats for future use.

We used the EMA as part of a broader evaluation of a diversity, equity, and inclusion (DEI) intervention for university faculty at a public university in northeast US. We wanted to assess what else might have been going on in the broader university environment that could have been relevant for the intervention outcomes. We conducted three focus groups with faculty to assess their perceptions of specific contextual factors in the work environment during the intervention. For this study, we developed an additional analytical step to further characterize the *type of influence* (i.e., the mechanism of action) and the relative *strength of influence* for each contextual factor relative to the DEI intervention outcomes. We utilized a published classification scheme to categorize the factors as 1) primary explanation (the intervention activities), 2) competing cause (could have independently caused the intended outcomes), 3) influencing factor (could have amplified or dampened the effects of the intervention), or 4) unrelated (no relationship to the intended outcomes). We used participants' statements from the event-notes within a theme to theorize how the events could have influenced one or more intended outcomes. Event-notes for each theme were summed within categories to assess their *relative importance* and then were weighted using the strength score to estimate each factor's *strength of influence* on the DEI work environment.

Overall, participants perceived events related to the DEI intervention as the strongest influence (strength score +39, 90% positive). Although some Competing Cause events were identified (e.g., hiring and promotion practices), their perceived influence on DEI outcomes appeared to be modest when accounting for the countervailing forces between positive and negative impacts to work environment (strength +7). In contrast, the Influence Factor category (e.g., administration changes) may have had the largest dampening influence based on numerous negative work environment events (strength -19). A similar magnitude and pattern of influence of negative events was apparent in the Unrelated category (strength -21).

The new protocol allowed the research team to systematically consider how the organizational context may have supported or deterred the DEI intervention. Knowledge of the intervention setting and beneficiaries was important for making reliable judgements when classifying the contextual factors. More research is needed to explore reliability and validity in different settings.

### **Symposium 28: Advancing Understanding of Work-Related Trauma: Exploring Interventions, Growth and Extra-Organizational Trauma**

Chair: Rashi Dhensa-Kahlon

There has been a marked, albeit steady increase in research on psychological trauma in work-related contexts over the past decade. The lion's share of research on this topic continues to be studied in occupations that can be defined as inherently traumatic (e.g., high-risk occupations such as front-line health professionals, and emergency responders). Within this realm, research on the prevalence of trauma, exposure to potentially traumatic events and (clinically defined) maladaptive outcomes of trauma remain predominant. However, a broader and increasingly well-informed understanding of work-related trauma also necessitates an exploration of areas that remain under-researched or poorly understood. To that effect, in this symposium, we bring together four separate streams of research that collectively seek to shed new light on work-related trauma by addressing insufficiently and overlooked areas of enquiry.

Our first two papers explore the vital role of interventions in UK hospital settings. Working in partnership with North Bristol NHS Trust and drawing on a sample of anaesthetists who frequently encounter psychological distress in their role, Teoh, Dhensa-Kahlon and Frost evaluate the feasibility and perceived impact of a peer-based trauma support programme. Maddox's research, conducted with health professionals working in an adolescent mental health ward in England, develops a novel intervention aimed at reducing empathy-based stress among mental health ward staff. The symposium then shifts the focus to experiences of trauma in 'ordinary work,' exploring how trauma unfolds and, in some cases, leads to positive outcomes in the form of growth. Dhensa-Kahlon draws on a sample of working professionals that have experienced unfairness at work, and, through an investigation of how people storied their experiences, identifies distinct types of growth narratives. Ramsell examines accounts of extra-organizational trauma (events occurring beyond the workplace) and argues that the psychosocial work environment (including work practices and support) shapes how, and to what extent, growth emerges.

Collectively, the papers in this symposium utilize diverse samples as well as a range of methodological and analytical approaches to advance understanding of work-related trauma. Taken together, they offer a more nuanced understanding of work-related trauma by revealing outcomes beyond commonly reported maladaptive responses, the effects of extra-organizational trauma, and ways in which symptoms can be better managed through well-considered interventions. Our findings have relevance beyond high-risk, inherently traumatic occupations, extending to everyday workplaces where negative events can cause harm, as well as to trauma that originates outside work and is shaped by the psychosocial context within it.

S137

## The Effectiveness of Trauma Awareness and Peer-Led Hot Debriefing for Anaesthetists Following Adverse Clinical Events

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*Background:* Anaesthetists frequently encounter potentially traumatic events (PTEs) such as clinical errors and surgical or medical complications, which can lead to psychological distress, sickness absence, and professional attrition. These outcomes negatively impact clinician well-being and patient safety. Traditional trauma support models often rely on specialist interventions after distress develops; however, proactive, peer-based support is gaining recognition as a more accessible, preventative approach. This research evaluates the feasibility and perceived impact of a peer-based trauma support programme for anaesthetists, delivered in collaboration with the Staff Psychology Team at North Bristol NHS Trust. Within the Trust, anaesthetists are trained in trauma awareness and peer-led team briefings following PTEs. The study will assess anaesthetists' experiences with the training, its practical application, and its effects on individual and team well-being, as well as patient care. It also seeks to understand how these outcomes are achieved and sustained. Theoretically, increasing trauma awareness and enabling early peer support may help prevent more serious psychological distress following exposure to trauma.

*Method:* This research utilises a qualitative design, with data gathered from online focus groups conducted via Microsoft Teams over two months (November to December 2025). Focus groups will last around 90 minutes and include between four and six anaesthetists per group, all of whom have completed Trauma Awareness and PITSTOP training at North Bristol NHS Trust. In total, 12 to 15 participants will take part across three to four focus groups. The focus groups will follow a semi-structured interview guide designed to examine participants' experiences of Trauma Awareness and PITSTOP training and its practical application. Discussion will cover participants' engagement with PITSTOPS, barriers and enablers to implementation, perceived impact on well-being, team dynamics and patient care, alongside organizational support and suggestions for future improvement. A thematic approach will be used to analyze the data and identify key themes.

*Results:* Data collection is currently underway, and findings will be available in December 2025. Preliminary observations suggest strong engagement and willingness to share experiences. Thematic analysis will explore several key areas, including the perceived usefulness of Trauma Awareness and PITSTOP training, experiences of facilitating and participating in PITSTOPS, and reported impacts on psychological safety, team cohesion and well-being. Insights will inform practical recommendations for integrating trauma awareness and peer-led support within anaesthetic teams.

*Conclusion:* This study will provide insights into the effectiveness and practical application of trauma awareness and peer-led hot debriefing as a proactive support model for anaesthetists. Anticipated outcomes include improved staff well-being, enhanced team resilience, and potential benefits for patient safety. Findings will guide future implementation strategies and contribute to evidence-based approaches for mitigating psychological distress in healthcare teams.

S138

**Embedding Compassion in the System: Development and Piloting of an Intervention to Reduce Empathy-Based Stress in Adolescent Mental Health Ward Staff**

Lucy Maddox

University of Bath, Bath, United Kingdom

*Background:* Empathy-based stress (EBS) is a construct encompassing burnout, compassion fatigue and secondary trauma, with profound implications for both staff well-being and patient care. Healthcare professionals are vulnerable to empathy-based stress, and those working on adolescent mental health wards are at heightened risk due to the acute environment, where frequent alarms, aggression, self-harm and sharing of trauma information are commonplace. Despite the importance of this issue, there is currently no recommended intervention to reduce empathy-based stress and enhance compassionate care on mental health wards. This study aimed to co-develop and pilot a novel intervention designed to reduce empathy-based stress in adolescent mental health ward staff.

*Method:* Intervention Mapping provided a systematic framework for intervention development, ensuring both theoretical grounding and integration of stakeholder input. Co-production with ward staff, commissioners, young people and parents/carers was integral throughout. The intervention was piloted on two adolescent mental health wards in England, with iterative refinement between pilots. Evaluation employed a mixed methods design: questionnaires assessed acceptability, feasibility and perceived usefulness, along with participant outcome measures relevant to staff well-being (e.g. PROQUOL, single-item burnout); semi-structured process interviews explored implementation and contextual barriers and enablers.

*Results:* The resulting multi-level, multi-component intervention was named The Compassion Project and comprised four components: staff training: a 12-week, hourly, in-person training for ward staff, delivered twice to enhance attendance; manager training: a targeted workshop series for managers external to the ward, designed to strengthen leadership support and understanding of EBS and ways to help; bite-sized resources: a suite of bite-sized audio, video and written resources providing reinforcement of key principles and skills, for both groups to access; and Compassion Champions: self-nominated ward-based compassion champions facilitated embedding and sustainability. Pilot results from ward 1 showed that staff found the intervention acceptable, useful and feasible. Staff reported that they particularly valued it being in-person and having an external facilitator. The intervention was well-embedded and staff continued sessions after the pilot had finished. Staff questionnaire completion rates suggest outcome measurement is feasible, although patient and parent response rates were lower. Results from ward 2 will be available in May 2026.

*Conclusion:* This study presents the first empirically developed, co-produced intervention targeting empathy-based stress in adolescent mental health ward settings. This novel, multi-level intervention seems acceptable, useful and feasible to deliver on adolescent mental health wards, offering a structured model for enhancing staff well-being and compassionate care. Whilst resource-intensive, the intervention's multi-level design aligns with individual and organizational determinants of empathy-based stress. Future work could evaluate efficacy in a full-scale trial and explore adaptation for broader healthcare contexts.

**S139**

**Narratives of Transformation following Workplace Injustice**

Rashi Dhensa-Kahlon<sup>1</sup>, Jacqueline Coyle-Shapiro<sup>2,3</sup>, Debra Shapiro<sup>4</sup>

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*Background:* Heeding calls to explore the subjective experience of trauma in 'ordinary work' settings (as opposed to high-risk settings where trauma is inherent in the occupation), we analyze individuals' self-narratives in the aftermath of workplace injustice. Research examining the impact of workplace injustice demonstrate that perceptions of unfairness have significant implications for employees' psychological health and well-being. Moreover, studies show that when employees perceive themselves to be victims of unjust actions, they may exhibit a range of counterproductive work behaviours, attitudes and emotions. However, existing research - almost exclusively positivist in nature - has tended to explore individuals' reactions to unfairness through a management lens, where employee actions in the aftermath of unfairness are interpreted according to managerial judgements of what is right or wrong. Beginning with individuals' subjective experiences – specifically, their own spoken accounts of workplace injustice - we use qualitative narrative enquiry to understand what meaning or purpose these experiences held for them.

*Method:* Our research is grounded in social construction epistemology and, as such, we are interested in how our study participants storied their experiences of unfairness. We draw on an in-depth study of thirty-five narrative interviews conducted with working personnel who had all personally experienced injustice at work. The sample was almost evenly split between women (n=51) and men (n=49%), the mean age was 36.2 years and participants worked in a range of sectors, including (banking [27.78%], telecoms [25.00%], education [8.33%], government [5.56%], and healthcare [11.11%]). At the request of participants, interviews were either conducted in person (n= 13) or online (n=22) and lasted between 70-110 minutes. Data was transcribed verbatim and analyzed using a thematic narrative analytic approach.

*Results:* So far, we have identified four distinct self-narratives that individuals use to describe their experiences of unfairness. These narratives highlight themes of transformation, growth and agency, shaped by both supportive personal and contextual factors in their psychosocial environments. Notably, many of these self-narratives echo symptoms associated with clinical or subclinical levels of trauma, particularly those linked to post-traumatic stress disorder.

*Conclusion:* Individuals' subjective accounts of the aftermath of workplace injustice reveal experiences of work-related trauma. They also show that individuals actively strive to create meaning, crafting a sense of continuity after their (often life changing) adverse work-related experience. The psychosocial environment in which they operate plays a transformative role in fostering potential growth from adversity.

**S140**

**The Psychosocial Working Environment as Context for Posttraumatic Growth after Extra-Organizational Trauma**

Megan Ramsell

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*Background:* Most adults encounter at least one traumatic event in their lifetime, yet scholarship on posttraumatic growth (PTG) remains underrepresented within occupational psychology. Existing workplace research largely concentrates on inherently high-exposure roles and tends to treat exposure characteristics as primary drivers of growth, with relatively

little attention to how ordinary workplaces might shape positive change when trauma originates outside work. This study foregrounds personal, extra-organizational trauma, defined as subjectively traumatic events occurring beyond the workplace, and positions the psychosocial working environment as an active context that influences how, and to what extent, growth emerges. Conceptually, the psychosocial working environment is treated as an organizational ecosystem operating across macro, meso and micro conditions, including policies, managerial practice, peer relations, performance systems and cultural norms around disclosure and vulnerability. This study views employees' accounts as indicative evidence of underlying generative mechanisms. Particular attention is given to meaning-making processes and narrative reconstruction as potential pathways through which work practices and relationships support movement from disruption to renewed role coherence. The study addresses three gaps: limited evidence on PTG after extra-organizational trauma across diverse occupations; insufficient specification of organizational mechanisms, beyond generic support offers, that link work conditions to growth; and a need for explanatory accounts that connect employees' lived experiences to structural forces and policy design.

*Method:* Semi-structured online interviews were conducted with employees who had experienced extra-organizational trauma within the past six years, were in paid work during and after the event, and were at least twelve months post-event. Ten participants from public, private and third-sector roles were interviewed. Critical Realism informed thematic analysis follows an abductive-retroductive sequence: open coding to demi-regularities, cross-case contrast, and mechanism specification with explicit attention to macro-meso-micro conditions. Analysis is underway and will be complete by December 2025.

*Results:* Preliminary observations suggest that PTG is shaped by how, after personal trauma, the psychosocial working environment configures four interlocking conditions: (1) relational climates that legitimise disclosure and invite meaning-making; (2) employee control and protected time during return to work that restore cognitive bandwidth and role stability; (3) routine, well-facilitated opportunities for reflective sense-making that support narrative reconstruction, rather than tokenistic activities; and (4) support that is locally stewarded and practically usable rather than generic. These tendencies appear to weaken where stigma, performance pressures and inconsistent policy enactment are salient.

*Conclusion:* This study will provide insights into how the psychosocial working environment can support PTG following extra-organizational, personal trauma. Findings will inform practical implementation via line-manager capability, return to work design and appropriate survivor support, contributing to evidence-based policy and practice.

### **Symposium 29: Workplace Coaching Mechanisms and Outcomes: Zooming In and Out from Coaching Sessions to Thriving at Work**

Chairs: A. Stojanović, M. van den Heuvel, E. van Hooff

Although professional coaching is widely recognized as an effective developmental intervention, the mechanisms that explain how and why coaching works remain underexplored. This symposium brings together five empirical studies that illuminate interpersonal (e.g., conversational co-construction), psychological (e.g., cognitive needs and preferences), and contextual (e.g., transitions from online to face-to-face) mechanisms affecting coaching effectiveness across different populations (PhD students and hospital nurses). The studies employ diverse methods (e.g., qualitative research, vignette studies, RCTs), offering novel insights into how coaching fosters change (e.g., individual thriving and prosocial work behaviours).

The symposium opens with Graf and Fleischhacker, who adopt a linguistic micro-perspective to analyze how professional role hybridity is interactionally accomplished in real coaching sessions. Using conversation analysis, they reveal how coaches and clients negotiate transitions between coaching and consulting, highlighting mechanisms that make coaching a co-constructed process. Building on this, Michalik and Schermuly explore contextual mechanisms by examining transitions from online to face-to-face coaching as critical incidents. Interview and survey results show that these transitions bring both benefits and challenges, with positive effects linked to coaching success. Next, Stojanović et al. examine person-approach alignment by investigating how coachees' goal levels and cognitive preferences shape their perceptions of solution-focused versus cognitive-behavioural coaching approaches. Two vignette experiments show that coachees' cognitive styles, rather than goals, determine perceived fit, emphasizing the importance of individualized coaching. At the individual outcomes level, Fris et al. present a randomized-controlled trial among PhD students, showing that coaching enhances thriving at work by fostering mastery-approach goal orientation and proactive behaviours. Finally, Solms et al. investigate psychological resource mechanisms in a coaching intervention with nurses, showing that coaching increases psychological capital, which in turn promotes prosocial work behaviours, identifying it as a key pathway to improved functioning.

Serving as discussant, Machteld van den Heuvel - drawing on her expertise in occupational health and coaching - will integrate insights across these studies, highlight conceptual connections and implications, and identify future research needs. After her commentary, audience members will be encouraged to engage in a joint discussion on advancing coaching research and practice.

#### **S141**

### **From Screen to Scene: An Exploration of Positive Effects and Challenges of Online to Face-to-Face Coaching Transitions in Blended Coaching**

Natalie Michalik, Carsten Schermuly

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*Background:* In recent years, the prevalence of online and blended coaching formats has surged significantly. Recent results have revealed no differences in perceived coaching success across face-to-face, blended, and online coaching formats from coaches' and clients' perspectives. However, clients have reported more undesirable side effects in blended coaching formats. We assumed that transitioning from online to face-to-face coaching could be operationalized as a critical incident leading to positive effects and challenges. Therefore, this study explored the transition from online to face-to-face coaching by identifying key themes, examining positive effects and challenges, and evaluating their impact on coaching success.

*Method:* We conducted a mixed-methods study consisting of two complementary studies. Study 1 employed a qualitative design using a semi-structured critical incident interview with 15 coaches and ten clients after an online to face-to-face coaching transition. We identified three primary themes concerning the transition: (1) positive effects, (2) challenges, and (3) neutral factors. Subsequently, Study 2 evaluated the findings from Study 1 in a larger quantitative sample of coaches (N = 120).

*Results:* The results indicated that coaches experienced more positive effects (M = 4.52) than challenges (M = 2.61) during the transition and perceived it as positive or neutral. Moreover, the number of perceived positive effects was significantly associated with coaching success, while challenges were not.

*Conclusion:* Our findings suggest that positive effects and challenges can coexist within the same coaching experience without necessarily negating each other. Our findings provide valuable insights for practitioners and scholars in the field of business coaching.

## **S142**

### **Aligned Coaching Approaches: Uncovering the Roles of Goal Level and Coachees' Cognitive Needs and Preferences**

Ana Stojanović<sup>1</sup>, Daan Fris<sup>2</sup>, Edwin van Hooft<sup>3</sup>, Matthijs de Hoog<sup>1</sup>, Anne de Pagter<sup>1</sup>

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*Background:* Professional coaching is increasingly recognized as an effective tool for personal and professional development. Despite its growing use, relatively little research has examined the factors that shape coachees' perceptions of different coaching approaches, particularly the role of their goals and cognitive preferences. Building on goal hierarchy theory, we examined whether task- versus identity-level goals and coachees' cognitive needs influence the perceived alignment, attractiveness, and effectiveness of solution-focused coaching (SFC) and cognitive-behavioural coaching (CBC). By investigating both coaches' and coachees' perspectives, this research aimed to identify key factors that contribute to the perceived fit between coaching and individual characteristics.

*Method:* Two experimental vignette studies were conducted. Study 1 (N = 198 coaches) explored how professional coaches evaluated the fit between approaches and goals. Coaches were presented with hypothetical coaching goals varying in the level of goal abstraction (task vs. identity goals) and asked to rate perceived alignment and anticipated effectiveness of SFC and CBC. Study 2 (N = 142 potential coachees) examined coachees' perspectives. Participants evaluated the same coaching goals and approaches in relation to their own cognitive needs and preferences, allowing us to compare coach and coachee perceptions.

*Results:* Coaches perceived SFC as more aligned with task goals than CBC, but no differences emerged for identity goals. From coachees' perspective, goal level had little influence, whereas cognitive preferences were central: individuals higher in locomotion and solution-focused thinking preferred SFC, while those higher in self-reflection and assessment favoured CBC. Across studies, anticipated effectiveness of SFC and CBC was comparable.

*Conclusion:* Overall, findings suggest that coaches and coachees differ in how they interpret goal level relevance, and that coachees' evaluations hinge on approach-person fit. Theoretically, the studies extend coaching effectiveness models; practically, they underscore the need for flexible, personalized coaching approaches.

## **S143**

### **Thwarted Thriving: How Coaching Can Support PhD-Students' Functioning at Work**

Daan Fris<sup>1</sup>, Edwin Van Hooft<sup>2</sup>, Matthijs de Hoog<sup>3</sup>, Anne de Pagter<sup>4,3</sup>

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*Background:* Learning and developing research skills is a primary goal of pursuing a PhD. However, the academic environment also tends to emphasize performance, exposing doctoral students to high work demands, workplace competition, and publication pressure, which could undermine doctoral students' proactive behaviour and thriving at work. Individual coaching aims to maximize personal and professional potential and could therefore help doctoral students navigate these learning and performance demands. This study investigates whether

coaching improves doctoral students' thriving at work (i.e., their learning and vitality) by shifting their goal orientations and subsequent work behaviours. We specifically focus on two goal orientations: (a) mastery-approach goal orientation (i.e., a focus on developing skills and mastering tasks for personal growth and competence), and (b) performance-avoid goal orientation (i.e., a focus on avoiding negative judgments from others and preventing the appearance of incompetence). We propose that coaching may foster mastery-approach orientations and decrease performance-avoidance orientations, which stimulates proactive behaviours, resulting in higher thriving at work. Moreover, as research suggests that goal orientations may affect coaching outcomes, we examine whether students' initial goal orientations moderate coaching effectiveness.

*Method:* Data were collected at a large Dutch university medical centre. All second and third year PhD-students were invited to participate in the study. After completion of the baseline questionnaire (T1), participants were randomly assigned to the intervention condition (n = 92) or the waitlist-control condition (n = 93). The intervention condition could then start their coaching trajectory, consisting of five sessions. Three weeks after their last session, they completed the follow-up questionnaire (T2). The control group was randomly divided into five subgroups. Each time one-fifth of the participants in the intervention group completed their trajectory, a corresponding control subgroup was invited for the T2 questionnaire. Currently, we are gathering additional data which will be completed in spring

*Results:* Preliminary results suggest that coaching increases students' mastery-approach orientation, which fosters students' initiative taking and feedback seeking. Initiative taking related positively to thriving. There was no effect of coaching on performance-avoidance orientations. Regarding initial goal orientations, the results demonstrate that higher initial levels of mastery-approach goal orientations foster the development of thriving in the waitlist-control condition. In the coaching condition, initial mastery-approach goal orientations were unrelated to post-coaching thriving, indicating that the intervention was equally effective regardless of students' baseline mastery-approach orientation levels.

*Conclusion:* Coaching is a promising intervention to support doctoral students' functioning and well-being. By enhancing students' mastery-approach orientation, coaching helps them focus on learning rather than merely meeting performance demands. This learning orientation fosters proactive behaviours such as initiative taking and feedback seeking, which contribute to students' learning and vitality. Importantly, initial levels of mastery-approach orientation were not related to the effectiveness of coaching in fostering initiative taking, feedback seeking, and increasing thriving.

## S144

### **Enhancing Prosocial Work Behaviours Through Coaching: The Role of Personal Resources**

Lara Solms<sup>1</sup>, Ana Stojanovic<sup>1,2</sup>, Edwin van Hooft<sup>1</sup>, Monique van Dijk<sup>2</sup>, Hilda Mekelenkamp<sup>3</sup>, Matthijs de Hoog<sup>2</sup>, Anne de Pagter<sup>3</sup>

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*Background:* The high prevalence of burnout among nurses around the globe is aggravating the nursing shortage crisis and posing a threat to patient care and safety. To promote well-being, retention, and effective functioning, interventions that support nurses in coping with the high demands of their jobs are essential. This study examines whether individual coaching—a short-term, systematic, and solution-focused process with a professional coach—can foster nurses' prosocial (OCB) and proactive work behaviours (PWB), as well as relational coordination. Drawing on Conservation of Resources (COR) theory, we propose that coaching

improves workplace functioning by increasing personal resources, specifically psychological capital and self-compassion. This study highlights the psychological mechanisms that drive positive change following coaching, thereby addressing calls for a deeper understanding of how and why coaching works.

*Method:* We conducted a randomized controlled trial with 149 nurses (65 intervention group, 84 waitlist control) from two Dutch university medical centres. The eight-month coaching program included five individual sessions, primarily face-to-face. Coaches and coachees were free to tailor the coaching process to their individual needs and preferences, both in terms of content and methods used. Data were collected at baseline (T0), and post-intervention (T1) for both groups, and at five-month follow-up (T2) for the intervention group only. Path analysis in Mplus accounted for the nested data structure (participants clustered within eight coaches). The majority of participants were female (n = 141, 94.6%), and the average age was 39.32 years (SD = 11.44). On average, participants worked 29.94 hours per week (SD = 5.14) and had a tenure of 9.10 years (SD = 8.87). A small number of participants (n = 10, 6.7%) had leadership responsibilities.

*Results:* Coaching positively predicted psychological capital but not self-compassion. Increased psychological capital, in turn, was associated with higher organizational citizenship and proactive work behaviours, but not with relational coordination. Coaching did not show direct effects on these outcomes beyond its impact on psychological capital. Results regarding the sustainability of these effects will be presented at the conference in June.

*Conclusion:* Our findings identify psychological capital as a key mechanism through which coaching enhances broader workplace functioning - specifically, prosocial and proactive work behaviours. We discuss the theoretical and practical implications of these results for coaching and healthcare practice.

### **Symposium 30: How Did We Get Here? Antecedents of Self-Endangering Work Behaviour, Their Boundary Conditions, and Implications for Well-Being**

Chairs: Marvin Schröder, Gordon Adami, Jan Dettmers

This session introduces new perspectives on the antecedents, appraisals, and individual influences that drive engagement in Self-Endangering Work Behaviour (SEWB; Dettmers et al., 2016; Krause et al., 2015) — such as working overtime or during leisure time. Although mounting evidence shows that SEWB - conceptualized as an active yet maladaptive coping pattern - increases the likelihood of health complaints (Baethge et al., 2025; Knecht et al., 2017), our understanding of when and why different SEWBs emerge is limited. Therefore, this session addresses the triggers and dynamics leading to SEWB and identifies particularly vulnerable populations.

Each study contributes uniquely to the work-design and well-being literature and offers insights into potential practical mental health interventions. First, Tement's daily diary study among mental health professionals examines which work events (e.g., unexpected situations, unfinished tasks, availability demands) trigger SEWB. Furthermore, the study investigates the impact of SEWB on well-being and explores how perfectionism moderates these relationships. Second, Föller's daily diary study explores underperformance as an initiator of negative emotions and subsequent SEWB. Specifically, it examines how guilt and anger emerge depending on whether underperformance is attributed to internal or external causes, and how these emotions foster increased work intensity on the following day.

Third, Adami recognizes that some forms of SEWB may be perceived as acceptable because they affirm positive self-beliefs (e.g., skipping a break as a good colleague to help on a task) while others are perceived as imposed necessities (e.g., working overtime to meet unrealistic deadlines). This daily diary study investigates how the appraisal of SEWB as legitimate shapes its effects on negative affect and exhaustion. Fourth, Kreft builds on the notion that certain populations may be particularly vulnerable to SEWB. This study develops and validates a questionnaire to assess SEWB in adults with attention-deficit/hyperactivity disorder (ADHD). Using a cross-sectional design, it examines psychometric properties and tests internal and external construct validity in relation to burnout, perceived stress, and work engagement.

To synthesize the new perspectives presented and outline key avenues for future research, Dettmers provides an integrative discussion that identifies critical open questions and proposes a path forward for the study of SEWB.

### **S145**

#### **Understanding the Antecedents of Self-Endangering Work Behaviours from an Event-Based Perspective: A Diary Study Among Mental Health Professionals**

Sara Tement, Tina Kos, Marina Horvat  
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*Background:* In increasingly fast-paced and boundaryless work environments, employees often cope with job demands by intensifying their work effort or extending their working hours. Such self-endangering work behaviours can hinder recovery after work and are associated with adverse outcomes such as exhaustion and poor sleep. However, relatively little is known about what triggers these behaviours, particularly beyond situational factors such as time pressure or workload. The present study therefore examines the types of work-related events that elicit employees' engagement in self-endangering work behaviours, and how these behaviours subsequently affect well-being. Drawing on event-based theoretical approaches, we focus on both the frequency and intensity of negative work events. Furthermore, informed by stress–diathesis models, which posit that personal vulnerabilities interact with situational stressors, we investigate the moderating role of perfectionism in employees' responses to negative work events.

*Method:* To broaden the understanding of self-endangering work behaviours across occupational contexts, we focus on mental health professionals (i.e., psychologists and psychiatrists), whose own well-being is critical for effective patient care. In a daily diary study conducted over ten consecutive workdays, we examine whether negative work events increase the likelihood of working longer and during off-job time (i.e., a specific form of self-endangering work behaviour), and whether this, in turn, predicts next-day well-being (i.e., exhaustion and affect). Trait perfectionism was hypothesized to strengthen the positive relationship between negative work events and self-endangering work behaviours. In line with an event-based approach, both negative work events were assessed in a qualitative manner.

*Results:* Data collection is ongoing. The current sample comprises 49 mental health professionals who have provided approximately 270 daily diary entries. Preliminary findings indicate that events perceived as negative often involved disruptive behaviours from patients or their family members, novel or unexpected situations, and circumstances that threatened task completion. In terms of self-endangering work behaviours, continuous availability for supervisors and colleagues emerged as a primary concern.

*Conclusion:* From a theoretical viewpoint, this study refines our understanding of self-endangering behaviour by framing discrete work events as potential triggers for behavioural change. This perspective is complemented by person-related factors that may further enhance

individuals' vulnerability. From a practical viewpoint, it delineates event types that could be prevented or ameliorated to better protect the mental health of mental health professionals.

**S146**

### **It Wasn't Me! Emotional and Behavioural Reactions to Daily Underperformance through the Lens of Blame**

Sarah Foeller, Anne Casper

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*Background:* In work and organizational psychology, job performance is seen as a key driver of the economy and thus is a frequent focus of research. Yet, little attention has been paid to the consequences of poor performance for employees' well-being. This study shifts the traditional view of performance as an outcome by examining daily perceived poor job performance (i.e., underperformance) as an antecedent of guilt, anger and subsequent next-day behaviours (i.e., work intensity, CWB: counterproductive work behaviour). Drawing on intrapersonal attributional theory, we further investigate how daily self- and other-blame attributions of underperformance shape subsequent emotional and next-day behavioural reactions. We hypothesized that self-blame increases guilt, whereas other-blame increases anger across the workday. Moreover, we predict that self-blame amplifies the indirect path of underperformance on next-day work intensity via guilt, while other-blame amplifies the indirect path of underperformance on next-day CWB via anger.

*Method:* We conducted a ten-day daily diary study with 173 employees from diverse occupational sectors in Germany. Participants completed morning ( $n = 1,340$ ) and after-work ( $n = 1,308$ ) surveys measuring underperformance, self-blame, other-blame, guilt, and anger, with next-day assessments of work intensity and CWB. All variables were measured after work, with guilt and anger also assessed in the morning. We test all hypotheses at the within-person level using multilevel path modelling in Mplus 1.8.1111. All models control for guilt and anger measured at the start of each workday.

*Results:* Daily underperformance is positively related to an increase in both guilt and anger from the beginning to the end of the workday. Other-blame was significantly associated with increases in anger, while self-blame was not significantly related to increases in guilt across the workday. However, self-blame moderated the relationship between underperformance and guilt such that the relationship was stronger on days when self-blame was higher. In contrast, other-blame did not moderate the relationship between underperformance and anger. We found no evidence for associations with next-day behaviour: guilt did not predict next-day work intensity, nor did anger predict next-day CWB. Accordingly, we did not find evidence for the indirect effects and conditional indirect effects. Additional analyses revealed that higher self-blame corresponded with greater work intensity, and higher other-blame corresponded with higher CWB when assessed on the same day.

*Conclusion:* This study shifts the focus from performance as an outcome to a predictor of employee well-being. Daily underperformance carried immediate emotional costs (i.e. greater guilt and anger), especially when employees blamed themselves. These blame attributions did not persist into the next day but were linked within the same day to higher work intensity and more CWB. This suggests that self-blame can amplify immediate self-endangering work behaviour, such as increased work intensity. A limitation is that our design could not capture whether blame led to compensatory actions within one day (e.g., a nurse giving extra care to the next patient after feeling they had underperformed). Future research could examine such episodic sequences of underperformance to clarify how blame and emotion contribute to self-endangering work behaviour.

S147

**A Stress-as-Offense-to-Self Perspective on Self-Endangering Work Behaviours: Evidence from a 10-Day Diary Study**

Gordon Adami<sup>1</sup>, Marvin Schröder<sup>2</sup>, Nicole Deci<sup>3</sup>, Jan Dettmers<sup>1</sup>, Andreas Krause<sup>4</sup>, Jana Kühnel<sup>2</sup>

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*Background:* Self-endangering work behaviours (SEWB) describe active but maladaptive coping patterns that put employees' health at risk (Deci et al., 2016; Dettmers et al., 2016; Krause et al., 2012). This study focuses on SEWB such as refraining, from leisure activities, sleep, and social exchange, as well as prolonged working hours (Deci et al., 2016; Krause et al., 2023). Despite growing evidence on the health-impairing nature of SEWB, important questions remain open regarding the social dynamics and cognitive appraisals that shape the emergence and consequences of SEWB (e.g., Vahle-Hinz et al., 2024). To address this gap, we draw on the stress-as-offense-to-self (SOS) framework (Semmer et al., 2007; Semmer et al., 2019), which highlights the social meaning within stressor–strain relationships. For example, illegitimate tasks—an aspect of stress as disrespect (e.g., cleaning the supervisor's office despite it not being part of one's role)—may be straining because they threaten individuals' self-esteem and violate norms of respect and legitimacy (e.g., Semmer et al., 2007). Based on this perspective, we argue that appraising SEWB as illegitimate—i.e., unreasonable—should heighten their immediate affective costs. Overall, we predict that experiencing higher-than-usual daily time pressure will push people to engage in higher levels of end-of-work SEWB, which in turn should increase negative affect during evening non-work hours. Furthermore, we propose that stable tendencies to appraise SEWB as illegitimate and unreasonable intensify these negative affective reactions, because such appraisals amplify feelings of disrespect and reduced self-esteem. We advance SEWB research in two ways. First, we use a dynamic, multilevel diary design to capture within-person fluctuations in SEWB and daily time pressure as a short-term antecedent (Baethge et al., 2019). Second, we extend SOS theory to SEWB by investigating how perceived stable illegitimacy of SEWB relates to subsequent negative affective reactions.

*Method:* Eighty-one employees participated in a 10-day diary study with three daily measurement points, yielding 532 midday, 482 post-work, and 428 pre-sleep surveys across the study period. We conducted Bayesian multilevel analyses and moderated mediation models in Mplus. Baseline illegitimacy appraisals for each SEWB facet were included as cross-level moderators. Conditional direct and indirect effects were tested at  $\pm 1$  SD, while controlling for morning affect (Gabriel et al., 2019).

*Results:* Preliminary results indicate that midday time pressure positively predicted end-of-work refraining from leisure activities and social exchange, as well as prolonged working hours. However, time pressure was not significantly related to refraining from sleep. Additionally, neither moderation nor moderated mediation effects emerged. Moreover, SEWB did not significantly predict negative affect in the evening.

*Conclusion:* More-than-usual midday time pressure increases employees' likelihood of engaging in SEWB later in the day. However, SEWB do not elicit immediate negative affect—even among individuals who generally view SEWB as illegitimate. This pattern suggests that the affective costs of SEWB may accumulate gradually and unfold over extended time periods rather than within a single day. Future research should therefore adopt longer temporal lenses and investigate alternative mechanisms to clarify how (il)legitimacy appraisals and SEWB jointly contribute to subsequent health impairment.

S148

### Self-Endangering Work Behaviour in People With ADHD Symptoms: Development and Validation of a Scale

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**Background:** The aim of this study is to develop and adapt a questionnaire for assessing self-endangering work behaviour (SEWB) in adults with attention-deficit/hyperactivity disorder (ADHD) symptoms. The theoretical framework is based on the Job Demands–Resources model by Bakker and Demerouti (2007), as well as the transactional model by Lazarus and Folkman (1984), both of which emphasize the dynamic interplay between workplace demands, available resources, and individual coping strategies. These models provided a conceptual foundation for understanding how individuals with ADHD symptoms may engage in risk-prone work behaviours when confronted with work stressors, insufficient support, or heightened performance expectations. The questionnaire on self-endangering work behaviour developed by Mustafić (2003) served as a template and reference point. Since previous SEWB instruments have primarily been designed for the general working population, a more specific and nuanced approach was required to adequately capture the unique behavioural patterns and challenges faced by individuals with ADHD symptoms. This includes aspects such as impulsivity, hyperfocus, emotional dysregulation, and difficulties in self-regulation, all of which may contribute to maladaptive coping or compensatory work strategies.

**Method:** Methodologically, the construction of the instrument was theory-driven and supplemented by empirical findings from semi-structured interviews, which provided additional insights into ADHD-specific work behaviours. The resulting instrument comprises nine subscales with a total of 28 items. Validation was carried out via a cross-sectional online survey. Participants (N = 305) also answered questions about their ADHD symptoms, perceived stress, burnout, and work engagement. We recruited participants both with and without ADHD symptoms (n = 237 ADHD; n = 66 non-ADHD) to enable comparisons and to examine the instrument's sensitivity across groups.

**Results:** To assess psychometric quality, reliability and factor analyses were conducted. Internal consistency ranged from acceptable to excellent (Cronbach's  $\alpha = .72-.97$ ). Confirmatory factor analysis supported the theoretically derived subscale structure, demonstrating satisfactory model fit (CFI = .91; RMSEA = .06). Correlations with external measures such as burnout, perceived stress, and engagement provided evidence for convergent and discriminant construct validity as well as criterion validity. These findings indicate that the instrument captures distinct yet interrelated aspects of SEWB in a theoretically coherent manner.

**Conclusion:** The results indicate that the questionnaire reliably and validly captures various facets of self-endangering work behaviour in adults with and without ADHD symptoms. This provides a differentiated and practically relevant instrument that contributes to research, diagnostics, and potential intervention development by offering a deeper understanding of work-related risk behaviours in individuals with ADHD.

## **Symposium 31: Automation at Work: Work Design, Leadership, and Implementation Challenges**

Chair: Susanne Tafvelin

Automation in terms of robots and AI are increasingly introduced to handle work tasks previously performed by employees. Social services, for example, are implementing automation as one strategy to meet the increased demand for welfare services. The rapid implementation of robots and AI in working life has raised a number of questions among practitioners and academics, and little is known of how to implement new technology in the best way, or what the consequences are for leaders and employees. The aim of the present symposium is to examine how automation is implemented and how it affects leader and employees. Building on theories of work design and implementation leadership, we will present findings from the ongoing six-year long research program "Appropriate automation: towards an understanding of robots and in the social services from an organizational and user perspective" funded by the Swedish Research Council for Health, Working Life and Welfare.

In the first presentation, Stenling presents results from a large-scale survey study among social workers in Sweden (N = 6521). The presentation will highlight prevalence of various types of automation, as well as relationships between automation at work and employee-perceived work characteristics, motivation, and well-being. The second presentation, presented by Forsgren, explores leadership during implementation of medical dispensers in two Swedish municipalities using qualitative interviews. The presentation gives special attention to context shaping the role of leadership. In the third presentation, Irehill examines the implementation of automation in the social services in three municipalities in northern Sweden. Through co-creation workshops, the implementation process is assessed, presenting success factors and challenges.

Taken together, the symposium will shed new light on how to implement automation, what challenges leaders will face when implementing automation, and what the consequences are for employee work characteristics and well-being.

### **S149**

#### **Automation at Work: Implications for Work Characteristics, Motivation, and Well-being among Swedish Social Workers**

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*Background:* Automation, ranging from algorithmic decision-support systems to AI-assisted case handling, is increasingly embedded in Swedish social services. In a profession where human interaction and emotional engagement are central, it is crucial to understand how automation affects social workers' work environment, motivation, and well-being. Although automation may enhance efficiency and reduce administrative burdens, it can also reshape job roles, reduce perceived control, and alter the sense of meaningfulness. Drawing on data from a national survey of Swedish social workers, we present results from three studies examining the prevalence of and attitudes toward automation, its implications for work design and well-being, and its motivational consequences.

*Method:* The data comes from a cross-sectional survey study administered during spring of 2024 in collaboration with Statistics Sweden (SCB). All social workers in Sweden (N = 17793) were invited to participate. A total of 6521 social workers (88.2% women, mean age = 42.8, SD = 11.2) responded to the survey. On average they had worked 11.95 (SD = 9.3) years as a social worker with an average tenure at the current workplace of 6.7 years (SD = 6.0).

**Results:** Ten percent (10%) of social workers reported working with automated tools and an additional 22% expect forthcoming implementation, with financial aid and child support emerging as key domains. Despite some perceived benefits, respondents expressed concerns about reduced opportunities for individualized assessments, compromised holistic decision-making, and threats to professional discretion, which are core features of social work practice. Social workers exposed to automated decision-making in financial aid reported diminished relational aspects of their work, including less beneficiary contact ( $\Delta = -0.12$ ) and reduced social support ( $\Delta = -0.09$ ), alongside elevated workload ( $\Delta = 0.09$ ) and role conflict ( $\Delta = 0.09$ ). Notably, no statistically significant differences were found for job autonomy, role clarity, or skill variety, nor were there differences in burnout or vigour. These results suggest that automation can alter the qualitative nature of social work tasks without immediately manifesting in differences in well-being outcomes. Furthermore, automation at work was associated with lower self-determined motivation ( $b = -0.24$ , 95% CI [-0.33, -0.16]) and job satisfaction ( $b = -0.18$ , 95% CI [-0.25, -0.10]), and higher turnover intentions ( $b = 0.13$ , 95% CI [0.04, 0.23]), with motivation mediating the effects of automation on both job satisfaction ( $ab = -0.11$ , 95% CI [-0.25, -0.10]) and turnover intentions ( $ab = 0.11$ , 95% CI [0.08, 0.15]). Thus, automation may undermine motivational processes essential for sustainable professional engagement.

**Conclusion:** The findings indicate that automation extends beyond a technical reform and can affect various psychosocial aspects of social work practice. Practical implications include the need for participatory implementation strategies, explicit safeguards for individualized and relational practice, and careful work design interventions that support social workers' autonomy, competence, and relatedness. Organizations that attend to these factors are more likely to realize the potential benefits of automation while maintaining workforce motivation, professional integrity, and service quality.

## S150

### **How Context Shapes Leadership During the Implementation of Medicine Dispensers**

Maria Forsgren, Susanne Tafvelin, Andreas Stenling, Ulrika Haake  
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**Background:** With automation on the verge of a profound expansion, public sector leaders must navigate a range of challenges, including adapting roles and responsibilities, managing human–automation interfaces, addressing ethical dilemmas, and more. Leadership is shaped by context and influenced by the specific technologies, material and social conditions in which it unfolds. However, little is known about how contextual factors within the public sector interact with the development and manifestation of leadership during automation implementation. Hence, the aim of this study is to better understand the role of leadership, considering how contextual characteristics in two Swedish municipalities interact with the evolution of leadership during implementation of medical dispensers.

**Method:** Given our interest in experiences of leaders and employees a qualitative approach using semi structured interviews was chosen. A total of 31 participants were interviewed: 17 employees (nurses and care workers), 8 first-level leaders, three higher-level leaders, two change agents and one strategist. Interviews were conducted in eldercare setting following the introduction of medicine dispensers in older adults' homes which partially or fully replaced the manual medicine distribution. The interview guide covered topics such as participants' roles and experiences with medicine dispenser implementation, the role of leadership, contextual factors of importance for the unfolding of the implementation, leadership competences of importance and comparisons with other implementation experiences. A reflexive thematic analysis (Braun & Clarke, 2022) was carried out to generate themes that help us understand how leadership manifests through the lens of the participants. Themes were developed by organising codes into meaningful representations that addressed the research questions.

*Results:* In our results we present six themes; 1) Tech openness entails how societal and organizational challenges, together with strategic leadership, created a climate receptive to new technology. 2) Optimism toward change emphasizes the role of leaders in fostering positive attitudes and willingness to engage with new technology. 3) Collaborative coordination highlights the importance of leaders facilitating collaboration across roles and organizational levels. 4) Training and support focus on the implementation phase, where timely education and practical support were crucial. 5) Instrumental understanding reflects how the robot was perceived as a simple tool for medication distribution, which reinforced a focus on training rather than proactive strategies for managing the human–technology interface. 6) Operational feedback underscores the importance of leaders collecting and using employee insights from daily practice to make adjustments

*Conclusion:* Our findings indicate that dimensions of context, such as political support and shared motives for introducing the dispenser, shaped a positive climate for implementation and interacted with how leadership evolved. Leaders' understanding of the dispenser as a simple, easy-to-implement technology also shaped their role and priorities. Leaders need to possess skills, enabling them to understand the technology and translate its potential into meaningful operational solutions. Training for leaders should focus not only on technical literacy but also on the social dynamics of human–technology interaction, ensuring that leaders are equipped to navigate employee concerns, build trust, and facilitate collaboration across organizational levels.

## **S151**

### **Implementation of Automation in the Social Services: Promises and Pitfalls**

Hanna Irehill<sup>1</sup>, Magnus Bergmark<sup>1</sup>, Jan Hjelte<sup>1</sup>, Andreas Stenling<sup>1,2</sup>, Susanne Tafvelin<sup>1</sup>

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*Background:* The implementation of automation has been highlighted as a solution to the demographic challenges faced by the social services. Staff shortages, combined with an aging population requiring care, have increased the demand for efficiency of work tasks. Yet, how automation is implemented and whether the design of work is considered will affect the outcome. For the implementation process to succeed, a process model or framework should be used to provide a structured plan for all phases such as for instance the quality implementation framework (QIF). The aim of the present study is to contextualize the QIF framework to automation in the social services by studying how municipalities have implemented medication-dispensing robots in home care services.

*Method:* Workshops (N=6) were conducted with three municipalities in Northern Sweden, focusing on the implementation process of medical-dispensing robots in the social services. Each municipality participated in two workshops, one with focus on the timeline and actions related to the implementation process and one follow-up workshop where preliminary results were presented and discussed. The first workshop structure was grounded in the QIF framework for implementation, lasted for 2.5 hours and were carried out on site at the municipalities. The second workshop was carried out on a digital platform and lasted for about 1 hour. Representatives in various roles (leaders, followers, coordinators etc.) participated in each workshop enabling several perspectives on the implementation process. Data analysis was performed step by step using directed content analysis, inspired by Graneheim and Lundman (2004).

*Results:* Preliminary results suggest that municipalities did not use a specific framework guiding their process. The implementation strategy was conditioned by the size of the municipality, and the timing in relation to other activities. Key success factors included thorough preparatory

work, fostering employee participation, leadership across multiple organizational levels, and ensuring adequate knowledge about implementations and on medical-dispense robots. Challenges concerned identifying the appropriate user target group and overcoming person-dependent drivers of change in order to establish practices at the system level.

*Conclusion:* The knowledge gained from the current study provide insights on when automation is an opportunity rather than risk for work and workers and what is specifically important regarding automation in the social services. While overarching success factors are shared, the strategies to achieve them differ with municipal size. The results can inform future implementation of automation.

### **Symposium 32: Diversity, Equity, and Inclusion (DEI) for Mental Health at Work: From Research Evidence to Organizational Practices**

Chair: Marisa Salanova

Promoting mental health at work requires organizations to address not only psychosocial risk prevention and positive organizational practices, but also the active management of diversity, equity and inclusion (DEI). While Occupational Health Psychology (OHP) has traditionally focused on stress, well-being and healthy work environments, DEI adds a crucial perspective for understanding how individual differences and social identities (e.g., gender, age, ethnicity, sexual orientation, disability, gender identity) interact with organizational contexts to influence psychological health. Recent empirical evidence shows that inclusion climate is positively related to organizational identification and subjective well-being, particularly in remote and hybrid settings (Georgiadou et al., 2025). Inclusive leadership also emerges as a key driver for creating environments where employees feel valued for their uniqueness while maintaining a sense of belonging, with implications for reducing stress and strengthening engagement.

Across Europe, exclusion, discrimination and lack of belonging are increasingly recognised as psychosocial risks. Conversely, inclusive workplaces promote authenticity, fairness and social support - protective factors linked to engagement, performance and sustainable careers. Research indicates that inclusive climates reduce the impact of persistent group-level inequalities and foster perceptions of fairness, self-efficacy and empowerment (Georgiadou et al., 2025). DEI therefore represents both a challenge and an opportunity for OHP: it requires rigorous investigation of underlying mechanisms as well as evidence-based interventions to inform organizational policy and practice. At the same time, the intersection between DEI and positive work characteristics presents complex dynamics—for example, meaningful work may have unintended negative consequences for certain individuals, such as those prone to workaholism (Magrizos et al., 2023).

The EAOHP 2026 theme, “Mental health at work: From research to policy and practice,” provides an ideal context for positioning DEI within OHP. DEI-focused research offers insights and actionable strategies that: (a) reduce barriers to inclusion and protect vulnerable groups; (b) integrate positive psychological interventions and organizational resources (e.g., the HERO-DEI framework) to strengthen resilience, engagement and well-being; and (c) translate empirical findings into fair and inclusive organizational and HR policies. This symposium brings together scholars from several European universities to present theoretical, empirical and applied research on DEI in organizations, including: (1) applications of the HERO-DEI framework for diagnosis and intervention (Universitat Jaume I, Spain); (2) research on idiosyncratic deals as mechanisms to support inclusion and well-being of trans employees (University of Seville, Spain); (3) insights into how AI and algorithmic systems can advance more inclusive and sustainable work environments (University of Nottingham, UK) and (4) the role of diversity climate on employee engagement and burnout (University of Lisbon, Portugal).

By integrating perspectives from research, policy and practice, the symposium aims to demonstrate the centrality of DEI for mental health at work, offer evidence-based recommendations for organizational action, and inspire collaborative European initiatives aligned with emerging occupational health priorities.

## **S152**

### **Applications of the HERO-DEI Framework to Diagnose and Intervene in Companies**

Marisa Salanova, Susana Llorens, Valeria Cruz-Ortiz

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The HERO (Healthy & Resilient Organizations) model is a validated framework for diagnosing and promoting organizational well-being and performance (Salanova et al., 2012, 2019; Martínez-Martínez et al., 2024; Villarroel et al., 2025). However, current workplace dynamics — including demographic diversity, global mobility, hybrid work, and persistent social inequalities — demand an extension of HERO that incorporates Diversity, Equity, and Inclusion (DEI) as essential mechanisms shaping mental health at work. To address this need, we developed the HERODEI Model, integrating DEI constructs and organizational practices into the established HERO architecture.

Through several EU-funded and nationally funded research projects (e.g., HORIZON programmes, WAge Project; Spanish Ministry of Science and Innovation; Generalitat Valenciana), we refined diagnostic protocols and tools that conceptualise DEI as an integrated strategic framework aimed at: (a) recognising and managing individual and collective differences; (b) ensuring fair access to resources, opportunities, and responsibilities; and (c) creating safe and authentic environments where all individuals can participate fully and contribute to organizational well-being and performance.

Building on previous HERO case-study methodology (Salanova & Llorens, 2025), we developed a HERODEI toolkit comprising an employee survey, stakeholder interview protocol and DEI-sensitive focus group guidelines. Together, these tools capture nuanced patterns of psychosocial risks and resources relevant to diverse employee groups. In this contribution, we present the HERODEI methodology and results from a preliminary case study conducted in a multinational industrial organization (N ≈ 14,000 employees; 27% women; 25.6% aged 50+). A preliminary HERODEI measurement model was tested by incorporating DEI-relevant variables such as fair support, career development and inclusive leadership. Confirmatory Factor Analysis supported model adequacy (CFI = .905; RMSEA = .071), and meaningful differences emerged across gender, age, leadership status, ethnic background, disability, LGBTQ+ identity and geographical regions.

Structural Equation Modelling showed that main demands included role ambiguity, mobbing risk and emotional dissonance, while key resources were fair support, leader recognition and inclusive senior leadership. These resources strongly predicted work engagement, horizontal trust, resilience, belonging, organizational commitment and authenticity. The case study illustrates how HERODEI diagnostics inform evidence-based recommendations for the organization and its 112 global sites, demonstrating the potential of integrating DEI within the HERO framework to enhance mental health, inclusion and sustainable performance at work.

**S153**

**Gender Identity and Inclusion in the Workplace through Personalized Work Arrangements**

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*Background:* Trans and non-binary people face unique challenges in the workplace. Although Spain has recently adopted one of the most progressive legislation for trans people, a survey conducted in 2022 found that 45% of them were discriminated against at the workplace. Gender transition is a key process for trans individuals. Surgical and administrative procedures require long time and effort that can affect trans people's careers if organizations fail in supporting them. Indeed, traditional human resources practices and work arrangements might not be sufficient, whereas idiosyncratic deals (I-deals) might be more effective in responding to trans workers' needs. Thus, the goal of this study is to understand the role of organizations in supporting gender transition, analyzing the work arrangements and I-deals facilitated or denied and their impact on trans workers' careers and well-being.

*Method:* Semi-structured interviews were carried out with trans people who transitioned while employed. Five trans men and four trans women, working in different sectors and positions, were interviewed in Spain. Data collection is still in process and will stop until saturation is reached.

*Results:* Preliminary results of the thematic analysis show that organizations do not have specific policies and practices to support trans people during their transition. Even those that already have an inclusive approach fail to recognize the specific needs and challenges of trans people. In addition, while some organizations offer traditional work arrangements, trans people do not request them due to the fear of negative consequences. In this sense, supervisors and colleagues support is a valued resource that may counteract the barriers that trans people face at work. This is especially true in situations where their request to change their name in the organization before the legal gender recognition is denied or when they need flexibility for attending medical appointments. Findings also suggest that trans people are still victims of both explicit and implicit discrimination at work, and allies are important to sanction such behaviours. Such negative experiences lead trans workers who transitioned in a previous job to cover their trans identity in a new job.

*Conclusion:* These preliminary findings highlight that organizations are still not applying the trans law, which hinders equality for trans workers and that the transition process should be supported by organizations, leaders and co-workers. The negotiation of I-deals, when fairly managed, can help to provide the flexibility and resources needed for trans workers to feel dignified leading to inclusive work environments.

**S154**

**Exploring How AI and Algorithmic Solutions can Contribute to More Inclusive and Sustainable Work Environments**

[Andri Georgiadou](#)

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The intersection of artificial intelligence and workplace inclusion represents a critical yet underexplored domain in contemporary occupational health psychology. Whilst AI technologies promise to eliminate human bias in organizational decision-making, empirical evidence reveals a far more complex picture where algorithmic solutions can simultaneously reduce certain

forms of discrimination whilst creating new patterns of exclusion. This contribution presents findings from recent taxonomic research examining how AI-enabled workplace inclusion operates across multiple interconnected dimensions, each requiring distinct mitigation strategies and careful consideration of human-AI interaction patterns.

Drawing on analysis of empirical studies, the research reveals three fundamental dimensions through which AI systems shape workplace inclusion. The first dimension concerns inclusion in work, focusing on individual experiences and how employees interpret and respond to AI-mediated decisions in recruitment, performance evaluation and career development. Evidence suggests that perceived fairness of these systems significantly influences employee well-being and organizational identification, with implications for stress levels and mental health outcomes. The second dimension examines inclusion at work, exploring how AI technologies influence organizational climate and collective experiences of belonging. Research demonstrates that as organizations adopt more agentic AI systems, the need for robust organizational-level mitigation strategies becomes paramount, particularly regarding procedural fairness and transparency in algorithmic decision-making processes.

The third dimension addresses inclusion of work, concerning the meta-level integration of AI into workplace systems and emphasising the collaborative nature of human-AI interaction in shaping inclusive practices. This dimension reveals that successful AI implementation requires moving beyond technical solutions to embrace participatory approaches involving diverse stakeholders in system design and deployment. Empirical findings present a paradoxical picture where AI systems demonstrate improved fairness for certain demographic groups whilst simultaneously disadvantaging others. For instance, algorithms reducing age and gender discrimination may select fewer candidates from ethnic minority backgrounds, highlighting the multifaceted nature of algorithmic bias.

Perhaps most concerning, research indicates that discriminatory outcomes attributed to algorithms generate less moral outrage than identical human decisions, suggesting potential normalisation of certain exclusionary practices. This contribution advances theoretical understanding of AI-enabled inclusion whilst offering practical guidance for organizations seeking to implement algorithmic solutions that genuinely enhance diversity, equity and mental health at work rather than inadvertently perpetuating or obscuring existing inequalities.

## **S155**

### **Same Climate, Different Impact? How Diversity Climate Impacts Employee Well-Being Across Ethnic Backgrounds**

Vitor Costa, Maria José Chambel

University of Lisbon, Lisboa, Portugal

Current research has explored the role of diversity climate in workplace attitudes and employee well-being. Diversity climate is commonly regarded as an important job resource, and it has been shown to improve employee well-being. The current study intends to investigate how employee engagement and burnout are impacted by perceived diversity climate, with participants' ethnic background acting as a moderator.

Two moderation models were tested using the PROCESS macro (v5.0) in IBM SPSS Statistics (v. 31), with a sample of 260 workers from various occupations working in Portugal, of whom 223 (85.8%) identified as white and 37 (14.2%) as having other ethnic origins.

Results show that diversity climate positively impacts work engagement. Ethnicity significantly moderates this relationship, boosting employee engagement but only for white employees. Regarding burnout, perceived diversity climate significantly reduces burnout among all participants. Ethnicity does not moderate this relationship.

The current findings indicate that the perception of a diverse climate is positively related to employee well-being, increasing engagement and decreasing burnout. However, in the context of our study, the relationship between diversity climate and engagement is not significant for those who are ethnic minorities. This suggests that, while a positive diversity climate generally increases engagement, it has a smaller impact on the engagement levels of non-white employees than on white employees. This could indicate that non-white workers encounter barriers that keep their engagement from increasing as it does for the majority group. In terms of the relationship between perceived diversity climate and employee burnout, the negative association indicates that an increase in perceived climate significantly reduces burnout. This association shows no differences based on the ethnic background of the participants.

Overall, perceiving supportive organizational policies and procedures improves employee well-being, but white workers benefit the most. Specific measures are required to promote workplace well-being among ethnically diverse employees.

### **Symposium 33: Psychosocial Challenges and Workforce Sustainability in Healthcare (HHC)**

Chairs: Annet de Lange, Marit Christensen, Kevin Teoh

This symposium addresses the psychosocial and organizational challenges facing healthcare workers, with a focus on emotional regulation, return-to-work processes, and workforce retention. The first presentation investigates how emotional dissonance and stress mediate the relationship between job demands and well-being, and how sleep efficiency can buffer these effects. The second explores the role of psychosocial factors in supporting return-to-work and retention of healthcare workers with musculoskeletal and mental health conditions. The third analyzes longitudinal data on healthcare workers' intentions and actions to leave the profession, identifying key predictors such as mental health, discrimination, and financial insecurity. Collectively, these contributions emphasize the importance of psychosocial support, fair work environments, and targeted interventions to sustain a healthy and resilient healthcare workforce. The fourth study unpacks the concept of reciprocity in relationship-centred care, offering a conceptual framework grounded in relational coordination. The final study focuses on a Train-the-Trainer Intervention to enhance Manager and Safety Officer Collaboration and Sustainable Workplace Practices. We will summarize the main findings and discuss potential new research directions.

#### **S156**

#### **The Importance of Psychosocial Factors in the Process of Return-to-work/Retention of Health and Social Care Workers with Health Problems (Focus on Mental Health Issues and Musculoskeletal Disorders (MSDs))**

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*Background:* EU-OSHA is conducting a multi-year research activity on the health and social care (HeSCare) sector, running from 2022 to 2026. The overall aim is to provide evidence-based knowledge on the diverse challenges faced by the sector regarding the safety and health of its workers, in order to increase awareness and guide the policy-making process. Return-to-work processes after sick leave related to musculoskeletal disorders and mental health issues (MSDs) are major OSH challenges in the HeSCare sector. Psychosocial and organizational factors often act as barriers or resources in these processes, influencing outcomes for affected workers. Data from the ESENER survey shows wide differences between countries in the

implementation of procedures to support employees returning to work after long-term sickness absence, often reflecting national legal or policy frameworks (data will be provided). The present communication is based on three of the most recent publications produced within the framework of this research activity. The findings will be used to: Some of the case studies already published - and others to be released by EU-OSHA in the coming months - will be used to illustrate how these findings can be translated into concrete actions at both sectoral and workplace levels.

*Method:* EU-OSHA has carried out research on the sector and on these topics, mainly literature reviews and case studies. More specifically this communication will be based on these recent and forthcoming publications (available through: <https://osha.europa.eu/en/themes/health-and-social-care-sector-osh> (see publications section).

*Results:* In the communication some of the key factors to be included in any successful return-to-work policy (early intervention, vocational rehabilitation, phased return, interventions tailored to HeSCare workers' needs and abilities (individual reintegration plans, ..) will be presented. The importance of the psychosocial factors (support, guidance...) throughout the process will be also stressed. The role played by psychosocial factors in the progress of the chronicity of MSDs (from acute (reversible problems) to chronic) will be used as example.

*Conclusion:* Apart from underlying the importance of having return-to-work policies in place by HeSCare establishments, the communication will provide some conclusions in terms of the importance of psychosocial factors in any successful return-to-work process; the needs in terms of further research and some policy pointers intended to policy makers.

## S157

### **Leaving Healthcare: Group-based Trajectory Analyses of the UK Health Care Workers' Intentions and Actions**

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<sup>6</sup>Leicester NIHR Biomedical Research Centre, Leicester, United Kingdom

*Background:* Many countries are experiencing a healthcare workforce crisis. The healthcare work environment during the pandemic proved to be challenging, resulting in a sharp upswing in voluntary resignations. This study aims to understand how staff attrition intentions and actions evolved from the pandemic period in 2020 to 2024, and what factors contributed to healthcare workers' decisions to consider or pursue leaving their roles.

*Method:* This cohort study uses data from participants in the United Kingdom Research study into Ethnicity and COVID-19 outcomes in Healthcare workers (UK-REACH, N=5,499). The outcome measure was intention or action to leave a healthcare role. Predictors included in the analyses were (i) mental health measures (e.g., depression, post-traumatic stress disorder); (ii) work characteristics (e.g., clinical workload, discrimination from patients/colleagues, work fairness); (iii) personal circumstances (e.g., loneliness, financial security); and, (iv) demographic characteristics (e.g., age, ethnicity). Group-based trajectory analysis was conducted to identify subgroups of healthcare workers with similar patterns of attrition intentions and/or actions over time. Multinomial logistic regression was used to identify predictors of trajectory membership (adjusted by age, sex, and occupation).

*Results:* Attrition intentions and/or actions increased over time, from nearly one in three (29.6%) healthcare workers intending to leave or having left in 2020, to nearly one in two (47.1%) in 2024. Three distinct trajectories of attrition intentions and/or actions were identified: consistently low (47.7%), moderate and increasing (36.8%), and consistently high (15.5%). The majority of the 'consistently high' group had taken action to leave or change their job, whereas only a small proportion in the 'consistently low' group had done so, suggesting a link between attrition intentions and actions. Analysis of associated factors showed strong associations between higher attrition intention groups and poorer mental health, experiences of discrimination and financial insecurity, older age, and specific job roles (nursing, midwifery, and dental).

*Conclusion:* A substantial proportion of UK healthcare workers surveyed intended to or had taken action to leave their role. Fostering a supportive and fair workplace environment may improve retention. Interventions to enhance workforce sustainability could be targeted at older workers and those in nursing, midwifery and dental roles, with a focus on reducing discrimination, improving mental health, and safeguarding the financial security that healthcare jobs offer.

### **S158**

#### **Exploring the “Black Box” of Reciprocity in Relationship-Centred Care: An Integrative Review**

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*Background:* The relationship between healthcare staff and patients is a core component of quality of care. However, these relationships are often conceptualized as one-sided, overlooking the reciprocal dynamics that define Relationship-Centred Care (RCC). RCC emphasizes mutual influence and shared agency between staff and patients, recognizing care as a co-created process (Gittell et al., 2013). Despite growing recognition of the role of relational dynamics in effective and sustainable care, RCC remains conceptually fragmented. The mechanisms and potentially measurable dimensions of this process remain underexplored. Understanding these reciprocal processes is crucial, as relationship quality influences outcomes for staff, patients, and organizations. This integrative review seeks to clarify how reciprocal worker–client relationships have been conceptualized across helping professions more broadly. It aims to unpack the black box of relational dynamics by identifying key dimensions, critically evaluating existing models, and integrating these insights into a coherent conceptual framework of relationship-centred care.

*Method:* Relational coordination (Gittell, 2005) provides a theoretical foundation for this analysis, emphasizing communication and relationship quality as core mechanisms of reciprocity. We explore how these mechanisms can be expanded with elements central to helping professions. Guided by Whittemore and Knafl (2005), we systematically screen relevant literature, applying predefined inclusion and exclusion criteria focused on RCC in helping professions. Full texts included are then qualitatively coded and synthesized, extracting data on conceptualizations, operationalizations, and relational dimensions.

*Results:* Anticipated results include dimensions of reciprocity grounded in Relational Coordination, extended by additional relevant dimensions drawn from helping professions. By evaluating existing frameworks, the review will identify gaps in the understanding of RCC.

*Conclusion:* The resulting framework will guide future research by allowing for more exploration of antecedents and outcomes of reciprocal relationship processes. Strengthening reciprocity in care can contribute to staff well-being and patient empowerment, furthering the Healthy Healthcare goal of sustainable, mutually beneficial, relationship-centred practice.

S159

**Strengthening Work Environment Leadership in Healthcare: A Train-the-Trainer Intervention to enhance Manager and Safety Officer Collaboration and Sustainable Workplace Practices**

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*Background:* A growing body of research underscores that a healthy and well-functioning work environment is essential for attracting, retaining, and sustaining healthcare professionals. In Scandinavian healthcare systems, managers carry the formal responsibility for ensuring a good working environment. However, in practice, many managers struggle to prioritize long-term organizational health due to competing demands from daily operations, staffing shortages, and production pressures. To address this challenge, we developed and tested an intervention that aimed to redistribute support for work environment management. Instead of placing the full burden on managers, the intervention involved training organizational support staff, specifically personnel from occupational health and human resources, to facilitate a systematic, collaborative work environment process. This process actively involved managers and their designated safety officers, working together to involve the health care professionals at their workplace identify risks, prioritizing, develop action plans, and implement preventive measures.

*Method:* The intervention included 22 participants (11 pairs of managers and safety officers) from a healthcare organization. Participants took part in a structured, stepwise intervention consisting of four modules delivered over a four-month period. Each module provided conceptual input, practical tools, and guided reflections facilitated by trained occupational health and HR professionals. Data were collected using a mixed-methods approach. Quantitative data include pre- and post-intervention survey measures, along with brief survey-based evaluations linked to each module to assess process outcomes and participant experience. Six months after completion, participants were interviewed individually to explore sustained learning, barriers, and applied strategies. In addition, a focus group interview was conducted with the support staff who delivered the intervention to assess feasibility, role clarity, and perceived organizational impact.

*Results:* Analysis of quantitative and qualitative data is currently in progress and will be finalized before the conference. Preliminary impressions suggest that participants gained increased competence in systematic work environment management and reported strengthened collaboration between managers and safety officers. The participants reported back that the intervention was well perceived by the health care professionals. Full results, including statistical comparisons and thematic analysis, will be presented at the conference.

*Conclusion:* Conclusions from the intervention evaluation are ongoing and will be completed ahead of the conference. The study is expected to contribute valuable insights into how organizational infrastructure, particularly through trained support personnel, can enhance managers' capacity to engage in structured, preventive work environment efforts. Findings are anticipated to inform both research and practice on sustainable work environment management in healthcare.

## **Symposium 34: Promoting Well-being in Women-Dominated Workforces: Participatory Approaches to Healthier Workplaces**

Chairs: Jennifer Cavallari

The hazards and benefits of work are often unequally distributed across male- and female-dominated workplaces. In the United States, women workers experience higher rates of depression, anxiety, and extreme distress compared to their male counterparts, underscoring the need to address well-being within women-dominated industries. Consistent with a Total Worker Health® approach, best practices in promoting worker well-being emphasize the importance of engaging employees throughout all stages of workplace change from identifying challenges to designing, implementing, and sustaining policies, practices, and programs that enhance well-being.

This symposium brings together three case studies from the U.S. that illustrate participatory approaches to improving well-being among workers in women-dominated occupations. Each presentation highlights a unique workforce and contextual challenge, emphasizing strategies that promote engagement, relevance, and sustainability. The first presentation focuses on elementary educators, describing the participatory process of customizing a well-being program to meet educators' specific needs and the improvements observed in program evaluation across multiple iterations. The second presentation centres on frontline nurses and the development of a sleep and fatigue training program informed by focus groups and interviews with night-shift nurses. The study identified key priorities - including the importance of restorative sleep, practical strategies to maintain well-being and relationships, and approaches for managing fatigue in demanding work settings. The third presentation examines the implementation outcomes of an adapted Total Worker Health® program designed for sign language interpreters, exploring its acceptability, feasibility, and appropriateness across two cohorts following adaptation using both quantitative and qualitative data.

The symposium will conclude with a panel discussion synthesizing lessons across the three case studies. Panellists will explore common themes in participatory program design, discuss challenges and successes in fostering well-being in women-dominated industries, and identify next steps and research priorities to advance worker well-being through inclusive, evidence-informed practices.

### **S160**

#### **From Insight to Impact: Refinement of a Participatory Model for Educator Well-being**

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*Background:* Educators, a profession that is roughly 72% women, report some of the highest levels of daily stress among professionals. Within the U.S., educator mental health has been declining, with educators consistently experiencing elevated rates of burnout, anxiety, and depression. This highlights a critical need for mental health support within the education sector. Within schools, the majority of mental health interventions for educators focus on the individual level, with small-to-medium effects, or generic administrative-lead approaches, with minimal effect. The Total Teacher Health project is a 5-year study that adapts, implements and evaluates the Educator Well-being Program (EWP) in K-12 schools in the U.S. This educator tailored program takes a participatory Total Worker Health approach to addressing workplace stressors with an emphasis on addressing the broader organizational factors that drive stress in the first place. This study showcases the multiphase adaptation of the EWP and qualitative and quantitative evaluations at each stage of evolution.

*Method:* The EWP was implemented in 2 schools in year 1 (2022-2023) and 4 schools in year 2 (2023-2024). Through this program, teams of educators, guided by a study facilitator and supported by school administrators, worked together to identify and develop interventions to address workplace health, safety, and well-being concerns. At the end of each school year cycle, feedback about the process was obtained from EWP users via both qualitative (interviews and open text prompts) and quantitative methods. Feedback was summarized into themes to identify adaptations. Changes in implementation survey measures across years were analyzed to assess improvements.

*Results:* Year 1 feedback informed adaptations including the addition of a strengths approach, stream-lined activities and materials, and restructured committees to better fit the school system. Year 2 feedback indicated concern about implementing the EWP without the research team's assistance. Key adaptations included the implementation of a facilitator training including walkthrough and practice of EWP activities, facilitation best practices, and sustainability planning. Statistically significant ( $p < 0.05$ ) improvements in implementation measures (e.g. acceptability, feasibility) were observed between Year 1 and Year 2. Qualitative feedback was very positive with both educators and administrators recognizing the importance of giving educators a voice in their own well-being.

*Conclusion:* User feedback and adaptations resulted in an improved, user-valued program. Qualitative and quantitative data guided adaptations and documented improvements. The customization of well-being programs is essential to maximizing impact. Other programs can benefit from adopting a similar, user-centred approach.

## **S161**

### **Research-to-Practice Approach: Engaging Frontline Nurses to Inform Sleep and Fatigue Training**

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*Background:* Nurses working in the acute care setting face multiple barriers to sleep (i.e., irregular work hours, job stress, personal circumstances), contributing to occupational fatigue. Poor sleep health and occupational fatigue can lead to negative workplace and personal outcomes, including increased workplace injuries, absenteeism, burnout, and patient care errors. Yet, nurses in the U.S. receive little occupational health and safety training on how to overcome sleep barriers and/or how best to mitigate risks from occupational fatigue. To understand what would be most helpful, we used a research-to-practice approach by engaging front-line nurses in conversation about what content would be most beneficial in a sleep and fatigue training program.

*Method:* During this descriptive qualitative study, we recruited night shift nurses from hospitals in the U.S. Midwest to participate in focus groups, March-June 2024. During sessions, we presented a list of topics expected for training in fatigue risk management systems and subject areas from cognitive behavioural therapy for insomnia treatment. Participants were asked what resonated most about the list of topics. In addition, we asked what type of mobile application features would be beneficial in keeping them engaged in sleep and fatigue content. All sessions were taped and transcribed. Transcripts were analyzed using a hybrid deductive-inductive manifest content analysis method, with deductive analysis occurring using an a priori coding schema and inductive analysis used for any data not fitting the schema.

*Results:* Twenty-three nurses participated: Eighteen engaged in one of six focus groups and an additional five nurses participated via interviews due to scheduling difficulties. Based on participant feedback, a priori topics were grouped into three themes: (a) Why We Sleep and Why Should Nurses Care, (b) Sleep Practices for Nurses to Support Health and Social Relationships, and (c) Fatigue and Work. Theme 1, Why We Sleep and Why Should Nurses Care, had four subthemes centred around sleep physiology basics and significance of sleep to health and well-being. Theme 2, Sleep Practices for Nurses to Support Health and Social Relationships, had five subthemes focused on strategies (environmental and behavioural) to manage sleeplessness and promote sleep, while maintaining relationships. Theme 3, Fatigue and Work, included four subthemes describing sleep and fatigue in the context of work.

*Conclusion:* Using a research-to-practice approach, our findings identified content U.S. nurses would find most relevant in a sleep and fatigue training. This study fills a gap by engaging with front-line nurses to outline the first steps in developing such training.

## **S162**

### **Satisfaction with an Adapted Total Worker Health® Program on Sign Language Interpreter Well-being**

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*Background:* A more integrated approach to protecting and promoting the occupational health of sign language interpreters is needed. In earlier work, we proactively adapted a previously developed Total Worker Health® program using qualitatively gathered occupational safety, health, and well-being concerns from sign language interpreters. We pilot tested its impact on well-being via a randomized behavioural clinical trial, then refined the adaptation based on participant satisfaction and tested its impact again with a second cohort. This study examined the implementation outcomes across cohorts. We hypothesized there would be improvements in satisfaction; specifically, acceptability, feasibility, and appropriateness.

*Method:* Pre-recorded videos about physical activity, vicarious trauma, sleep hygiene, ethical stress, embodied self-awareness, proper nutrition, workplace civility, and ergonomics were watched in advance to joining weekly hour-long virtual group sessions that involved active learning and setting-specific affinity groups for 8 weeks. A satisfaction survey including the Acceptability, Feasibility, and Appropriateness Scale (AFAS) and Training Acceptability Rating Scales (TARS-1 and TARS-2) was completed post-intervention. AFAS (1=not at all; 5=extremely) has maximum scores of 30, 15, and 25 indicating excellent acceptability, feasibility, and appropriateness, respectively. TARS-1 combines acceptability and appropriateness (1=strongly disagree; 6=strongly agree) with a total score of 36 and along with qualitative items about the most helpful part of the intervention and any recommended changes, TARS-2 assesses feasibility (0=not at all; 3=a great deal) with a high score of 24. Descriptive statistics and qualitative description summarized the findings and non-parametric statistics compared across cohorts.

*Results:* 20 interpreters participated in the first cohort and 37 participated in the second cohort (aged  $48.77 \pm 12.17$  years; 91% White; 83% female). Respective acceptability scores ( $25.85 \pm 2.76$ , 86%;  $26.54 \pm 3.65$ , 88%;  $p=0.177$ ) were good with slight improvement across cohorts. Scores for appropriateness ( $20.05 \pm 3.71$ , 80%;  $20.30 \pm 3.17$ , 81%;  $p=0.993$ ) and acceptability and appropriateness combined ( $33.40 \pm 2.85$ , 93%;  $33.73 \pm 3.75$ , 94%;  $p=0.500$ ) were good to excellent with no differences across cohorts. Feasibility scores on the AFAS ( $11.90 \pm 2.45$ , 79%;  $12.32 \pm 2.03$ , 82%;  $p=0.541$ ) and TARS-2 ( $18.20 \pm 3.74$ , 76%;  $19.49 \pm 3.51$ ,

81%;  $p=0.213$ ) were fair to good with slight improvement. Finally, qualitative feedback from the first cohort validated the importance of each topic, emphasized the joy of learning from peers during the setting-specific affinity groups, requested greater practical application, and garnered a change in vicarious trauma and workplace civility session facilitators for better fit.

*Conclusion:* Using a participatory approach for adaptation of a Total Worker Health® program helped to improve implementation outcomes. Analysis of the qualitative items from the second cohort is forthcoming.

### **Symposium 35: Navigating Workplace Demands: Resources and Mechanisms for Learning and (Digital) Well-being in the Workplace**

Chair: Sri Kruthi Devarakonda

The evolving nature of work, driven by digitalization and increasing complexity, presents both significant demands and opportunities for growth. This symposium brings together four studies that collectively examine the pathways through which employees adapt to work challenges and digital demands, leading to enhanced learning, proactive behaviour, and digital well-being.

First, Kubicek and Prem use a task-related learning perspective to investigate exploration behaviour as a potential link between challenge stressors and learning. Using a three-wave panel study and a diary study, their findings reveal distinct patterns for different types of challenge stressors. Second, building on the concept of task-related learning, Devarakonda et al. investigate the parallel effects of exploration (behavioural) and self-reflection (cognitive) in mediating the effect of challenge and hindrance stressors on learning and other well-being outcomes. Third, drawing on the SMART work design framework, Schneider et al. examine how high-quality work design promotes proactive technology use via informal learning mechanisms embedded in everyday work. Fourth, the symposium shifts focus to the organizational level, with Antonio et al. detailing the Digi-B-Well project, a European initiative aiming to support various sectors in responding to digitalization trends. The presenter will share insights gathered from 27 group interviews to highlight the digital demands and resources necessary for employees to cope better with their digital demands. Last, the discussant, Keller, will synthesize the findings from the presentations, highlighting the critical importance of specific mechanisms and contextual factors in fostering (digital) well-being in the workplace.

Together, these studies aim to refine stressor classification, clarify the mechanisms of adaptation, and scale up micro-level insights into practical work design considerations and organizational strategy development for the future of work.

#### **S163**

### **Turning Challenges into Opportunities: The Differing Effects of Workload and Cognitive Demands on Exploration and Learning at Work**

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*Background:* The challenge-hindrance stressor model (CHM) posits that challenge stressors, unlike hindrance stressors, can lead to positive outcomes such as personal development and learning. However, the CHM does not provide a detailed explanation of how or why challenge stressors promote learning. Existing theoretical and empirical studies have primarily focused on appraisal processes and need satisfaction to explain the impact of challenge stressors. Although these approaches shed light on the links between stressors, strain, and motivation, they offer only limited insight into how challenge stressors contribute to learning. Building on

the task-related learning model, we investigate exploration – defined as behaviours and cognitive strategies aimed at broadening one’s knowledge and skills – as a potential mechanism connecting challenge stressors, specifically workload and cognitive demands, to learning.

*Method:* Two studies were conducted: a three-wave panel study with one-month intervals between waves and a diary study over ten consecutive workdays. A total of 170 employees (61% women) from various industries, with an average age of 39.7 years, participated in the panel study. The diary study included 791 day-level observations from 105 employees (78% women) from various industries with a mean age of 35.9 years.

*Results:* A cross-lagged panel analysis of the three-wave study revealed concurrent relationships between challenge stressors, exploration, and learning. However, there was no evidence of lagged effects. Additionally, distinct patterns emerged for the two types of challenge stressors. Cognitive demands were consistently linked to exploration and learning across all three waves. In contrast, workload showed no direct associations with exploration or learning, despite being positively related to cognitive demands. Further analysis supported the mediating role of exploration in a time-separated model. In this model, cognitive demands at Time 1 (T1) predicted exploration at Time 2 (T2), which subsequently influenced learning at Time 3 (T3). The results of the diary study replicated the findings from the panel study. At the day level, cognitive demands were positively related to exploration when using a one-sided test. Cognitive demands and exploration showed positive associations with learning, while workload was unrelated to exploration and learning. At the person level, only cognitive demands, not workload, were positively related to exploration and learning.

*Conclusion:* These findings reveal that exploration and learning are immediate responses to cognitive demands, emphasizing the critical role of mental challenges in driving learning from work stressors. Moreover, the results call into question the traditional classification of workload as a ‘challenge stressor’, as it appears to lack the capacity to promote learning and personal growth.

## **S164**

### **Two Roads to Learning? Exploring Metacognitive and Behavioural Pathways Linking Work Stressors to Learning**

Sri Kruthi Devarakonda, Anita Keller, Antje Schmitt  
University of Groningen, Groningen, Netherlands

*Background:* Work stressors can be both catalysts and constraints for employee learning, yet the mechanisms underlying these effects remain unclear. Drawing on the task-related model of learning (Wielenga-Meijer et al., 2010), we investigated whether and how challenge and hindrance stressors serve as antecedents that influence daily learning and other work outcomes, such as exhaustion, job self-efficacy and goal progress. For this, we investigated the role of two parallel learning processes: a metacognitive (self-reflection) and a behavioural (exploration) process.

*Method:* These processes served as two experimental conditions in a 10-day daily diary mini-intervention study with full-time and part-time employees (N = 229). In the exploration condition, the participants were encouraged to try something new from a list of suggestions during their workday to cope with their stressors (n = 75), in the self-reflection condition, participants were prompted to reflect on their stressors and how they coped with them at the end of the work day (n = 75), while in the control condition, they received no specific prompts (n = 77).

*Results:* Initial results from multilevel analyses revealed that challenge stressors fostered learning through both self-reflection and exploration, though the effect via self-reflection was stronger. In contrast, hindrance stressors undermined learning by reducing self-reflection. Challenge stressors also positively predicted job satisfaction and goal progress via exploration, but not self-reflection. There were no effects on job self-efficacy or exhaustion. Further analysis will investigate the differences between intervention groups in these paths using multigroup multilevel models.

*Conclusion:* These initial findings highlight that self-reflection supports learning, whereas exploration links challenge stressors to beneficial work-related outcomes. Supporting employees' opportunities for reflection and exploration during challenging work may be critical for fostering adaptive learning and performance.

### **S165**

#### **When and How Work Design Promotes Proactive Technology Use: A Multilevel Diary Study**

Carolyn Schneider<sup>1,2</sup>, Jessie Koen<sup>3,1</sup>, Sharon Parker<sup>4</sup>, Micah Wilson<sup>4</sup>, Esther Oprins<sup>2</sup>, Matthijs Baas<sup>1</sup>

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Organizations continue to invest in new technologies to enhance efficiency and reduce workload, yet these benefits are not always realized. A key reason is that employees frequently use technologies only as instructed, without exploring or adapting them to improve their work. We propose that realizing technology's full potential requires proactive technology use: self-initiated efforts to experiment with, adapt, and optimize technology beyond routine use. Drawing on the SMART work design framework, we theorize that high-quality work design promotes proactive technology use by encouraging self-directed learning embedded in everyday work (i.e., informal learning). We tested this in a five-week multilevel diary study among healthcare professionals using remote medical monitoring devices (N = 146; 602 observations). Results from multilevel path analyses revealed that the effects of work design unfold differently over time. Within individuals, greater autonomy than usual fostered more informal learning and, in turn, more proactive technology use. Between individuals, employees who generally experienced higher mastery (feedback and task identity) engaged more in informal learning and proactive technology use. Unexpectedly, more stimulating and more tolerable work (i.e., lower workload) were negatively related to proactive technology use between individuals. By distinguishing when (situational autonomy and enduring mastery) and how (informal learning) work design promotes proactive technology use, this study integrates work design and information systems perspectives and highlights proactive technology use as essential employee behaviour for realizing the promise of workplace technologies.

### **S166**

#### **Coping With Digital Job Demands and Promoting Digital Well-Being in Organizations: The Development of a Transnational Strategy in the Digi-B-Well Project**

Audrey Antonio, Marco De Angelis, Alena Mezentseva, Luca Pietrantoni, Marco Giovanni Mariani, Salvatore Zappalà, Rita Chiesa  
University of Bologna, Bologna, Italy

Digi-B-Well is a European project financed by Interreg Central Europe that aims to support academic institutions, public authorities, small and medium enterprises (SMEs), and their

respective employees in response to the trends of digitalization in the future of work. The adoption of new technology in the workplace may require employees to adapt, suggesting the need for organizations to prioritize their employees' digital well-being. Based on the perspectives of the (Digital) Job Demands and Resources Model and Multilevel Approach for Organizational Interventions, digital well-being promotion entails maximizing the resources that technology offers to help employees adaptively cope with the demands of digital change at different levels of an organization. Focusing on the three mentioned sectors, the Digi-B-Well project developed a strategy, containing guidelines to help organizations approach their digital transformation and enhance their employees' digital well-being through the implementation of interventions. In developing the strategy, an eight-step roadmap was designed, and its feasibility was assessed by gathering qualitative data through 27 group interviews conducted from May to November 2025. Group interview participants comprised of various organizational representatives (e.g., occupational health specialists, HR, managers) from academic institutions, public authorities, and SMEs located in Croatia, Germany, Hungary, Italy, Poland, Slovakia, and Slovenia. Among the insights that emerged in the group interviews include the identification of digital job demands (e.g., changes in work procedures at the organizational level, negative teleworking attitudes at the leader level) that exist in participants' workplaces and digital job resources (e.g., digital competencies at the individual level, adoption of digital tools at the team level) that can be promoted in response to the demands. Furthermore, the interview results highlighted contextual nuances between each sector and country that impact the implementation of certain interventions to help employees cope with their encountered digital job demands. By integrating these gathered perspectives to improve the practical benefits, the Digi-B-Well project offers a valuable strategy that organizations can utilize to help their employees cope with digital challenges through initiatives that focus on assessment, awareness, and action, oriented towards the promotion of digital well-being.

### **Symposium 36: Adaptations Of Acceptance and Commitment Therapy (ACT) For Workplace Mental Health Promotion: From Research To Practice**

Chair: Paul Flaxman

Over the past two decades, there has been growing global interest in workplace interventions derived from acceptance and commitment therapy (ACT). ACT is a modern behaviour therapy, part of the wider field of contextual behavioural science, and a prominent member of the so-called "third wave" expansion of cognitive behavioural therapies (CBTs). When applied in workplace settings, ACT is commonly translated into brief psychological skills training programs. ACT has also been deployed in occupational rehabilitation, coaching, team interventions, and leadership development.

Following the Chair's introduction to the session, this symposium offers a set of four presentations reporting innovative ways that ACT has been adapted, delivered, and evaluated among different working populations. Presentation 1 dismantles outcome variable clusters used in previous reviews, to scrutinise finer-grained effects of these programs on different measures. The first presentation also shows mediation findings from two controlled trials of ACT involving staff groups in the United Kingdom. Presentation 2 highlights interest in ACT from OHP researchers and practitioners in the Global South; and reports quantitative and qualitative results of a recent acceptability trial that evaluated effects of a group-format ACT Matrix intervention on mental health and well-being among hospital staff in Uganda. Presentation 3 reports a recently launched study from the UK, aimed at understanding perfectionistic workers' experiences of engaging in an online ACT training program (with a sequence of ACT Matrix practice videos completed by study participants over four consecutive weeks). Presentation 4 is delivered by an experienced workplace ACT practitioner, who shows examples of ACT adaptations that have been implemented in different organizational contexts, including for

school staff well-being, for leaders in a global financial institution, and in an elite high-performance team setting. Following the four presentations, the symposium's discussion will invite questions and topics from conference delegates. Collectively, the expert panel of presenters are in a strong position to address topics including: the characteristics of employees who are attracted to these programs; recommendations for the next generation of workplace ACT research; how ACT interventions might be labelled and marketed; and contributions of this individual-focused intervention approach to workplace mental health promotion.

## **S167**

### **ACT in the Workplace: A Fine-grained Account of Effects on Measures of Mental Health, Well-being, and Psychological Flexibility Subprocesses**

Paul Flaxman, Yass Rad

City St. George's, University of London, London, United Kingdom

*Background:* The past two decades have witnessed expanding interest in workplace training programs derived from acceptance and commitment therapy (ACT). Similar to ACT in other contexts, ACT's worksite applications aim to improve employees' mental health by cultivating psychological flexibility. Psychological flexibility is conceptualized as a multidimensional capacity, which ACT strengthens by targeting six subprocesses: contact with the present moment, experiential acceptance, cognitive defusion, self-as-context, values, and committed action (Hayes et al., 2006). Recent reviews have provided general support for the efficacy of workplace ACT interventions. Despite the encouraging evidence, there remains uncertainty surrounding 1) the specific aspects of employees' mental health and well-being that are most strongly and reliably improved, and 2) the discrete psychological flexibility subprocesses that are successfully targeted. The goal of this presentation is to help resolve these areas of uncertainty. First, the presentation provides insights from a focused synthesis of effects previously aggregated in reviews of the workplace ACT literature. Second, the presentation reports mediation analyses applied to data from two controlled trials of ACT for staff in UK organizations.

*Method:* The presentation's review component utilises an approach previously used to evaluate a range of individual-level OHP interventions (Estevez Cores et al., 2021). Specifically, the narrative synthesis dismantles broad outcome clusters analyzed in previous reviews (e.g., "psychological distress"; "psychological flexibility"), to reveal effects of workplace ACT programs on commonly used measures (e.g., perceived stress scale, well-being measures, and burnout dimensions). Next, the presentation reports mediation findings from two separate trials of workplace ACT interventions. Study 1 evaluated a 3-session ACT program delivered to staff in government and healthcare organizations. Outcome and process measures were administered at pre, post, and follow-up assessments spanning a total 5-month evaluation period. Study 2 evaluated a 4-session ACT program delivered to staff at a healthcare organization in London, UK. Measures were administered at baseline and at 1.5-month intervals over a 6-month period.

*Results:* The general pattern of results is as follows: 1) ACT has proved particularly efficacious for reducing scores on measures of distress and strain, most prominently among participants showing risk of a common mental health problem; 2) reductions on some burnout dimensions have been detected, particularly over longer time frames; 3) allowing different mediating variables to "compete" suggests that ACT programs may be especially effective when they improve cognitive defusion and experiential acceptance, which are classified as "Stage 2" processes in the unified flexibility and mindfulness (UFM) model of change (Rogge & Daks, 2021).

*Conclusion:* It is hoped that this presentation will contribute useful insights into the impacts of workplace ACT interventions. In terms of theory, the mediation findings are interpretable from the perspective of multi-stage accounts about how psychological flexibility's sub facets are posited to unfold. For future research, the findings offer clearer guidance on measures that might be most sensitive to change in response to ACT interventions. For workplace practitioners, the collective set of findings may inform growing interest in the extent to which ACT can be viewed as a stress-reducing and/ or psychological well-being enhancing approach.

## S168

### **Workplace Training Based on the ACT Matrix for Ugandan Hospital Staff: A Feasibility and Acceptability Trial.**

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<sup>1</sup>Makerere University, Kampala, Uganda. <sup>2</sup>City, St. George's University, London, United Kingdom

*Background:* Although initially developed for clinical settings, acceptance and commitment therapy (ACT) has gradually expanded into workplaces. In high-income countries, ACT in the workplace has been extensively studied and shown to significantly improve employee well-being outcomes. However, in low-resource settings—which tend to adopt innovations later—its use remains limited. While straightforward replication of evidence-based interventions from high- to low-income settings is often recommended, variability across contexts necessitates attention to local factors to enable successful implementation. In this study, we assessed the feasibility and acceptability of a workplace ACT Matrix training programme that we had adapted for use in Uganda.

*Method:* This was a feasibility and acceptability trial that used a concurrent mixed-methods approach, utilising the multicomponent theoretical framework of acceptability. We conducted pre- and post-assessments of stress, psychological flexibility/inflexibility, and mental well-being among a group of 17 healthcare workers recruited from a private, not-for-profit hospital in Kampala, Uganda. These participants attended a four-session (in person) ACT programme, which lasted four weeks. After the final session, we assessed satisfaction and acceptability with the ACT approach, and conducted a post-intervention focus group discussion to generate qualitative data.

*Results:* The workplace-based ACT programme was particularly associated with improvements in positive aspects of well-being and psychological flexibility. More specifically, the programme enhanced cognitive defusion ( $d = -.59$ ), connection to values ( $d = -.55$ ), and committed action ( $d = -.62$ ). There was a smaller pre- to- post decrease in perceived stress ( $d = .28$ ). Participants reported statistically moderate increases in both hedonic ( $d = -.71$ ) and psychological (eudaimonic) well-being ( $d = -.59$ ). Overall, acceptability was very high, with participants giving an average score of 4 out of 5. Satisfaction with the programme was equally high, with a score of 3 out of 4. Thematic analysis of the focus group data indicated that the programme developed greater self-awareness, understanding of emotions, and was considered relevant, simple, and useful. Identified challenges included how the training was first advertised and labelled, and priority conflict with work demands.

*Conclusion:* This workplace implementation of the ACT Matrix was viewed as highly acceptable and culturally valid for staff in this low-resource country setting. The quantitative findings lend support to the notion that ACT may have a stronger influence on positive (e.g., eudaimonic) well-being dimensions, over and above any stress-reducing effects.

**S169**

**Project FLEX for Perfectionists: An Acceptability and Feasibility Study of a Matrix-based Acceptance and Commitment Training Intervention for Perfectionistic Employees**

Yass Rad, Paul Flaxman, Jennifer Stead

City St George's, University of London, London, United Kingdom

*Background:* Perfectionism is frequently linked to poor well-being outcomes, both physically and psychologically. Meta-analytic evidence indicates that perfectionism is increasing, while workplace contexts appear to exacerbate its negative effects on well-being. Further, perfectionistic individuals tend to be less receptive to standard psychological interventions, highlighting the importance of developing approaches that effectively support this group. Acceptance and Commitment training (ACT) provides a practical approach to supporting well-being through improving psychological flexibility (PsychFlex). Recent reviews of workplace ACT interventions demonstrate their effectiveness, with cross-sectional findings suggesting that specific subprocesses of PsychFlex may act as key mechanisms linking perfectionism and distress. Though some self-help ACT interventions have been developed for perfectionists, none have utilized an ACT Matrix-based approach, which may be particularly suitable for workplace settings due to its potential brevity, clarity, and focus on actionable outcomes. Matrix-based ACT interventions have shown promise in general employee samples but have yet to be trialled with perfectionistic individuals. The current study aims to address this gap by evaluating the acceptability and feasibility of a self-directed, ACT Matrix-based intervention tailored to perfectionistic employees.

*Method:* Using a single-armed, within-participants design, this study assesses outcomes at three time points: pre-intervention, post-intervention, and one-month follow-up. Measures include perfectionism, PsychFlex, perceived stress, burnout, and well-being, alongside acceptability and feasibility measures. Following completion of the program, a voluntary focus group will provide qualitative insights into participants' experiences. An existing ACT matrix-based protocol was adapted for a perfectionistic population and delivered in a self-directed online format. The four-week intervention comprises two to three short video modules per week (approximately 45 minutes of total weekly session time). Intervention batches are being conducted between October 2025 and April 2026. A sample of approximately 30 working adults who self-identify as perfectionistic is being recruited.

*Results:* Data will be analyzed using ANOVA and/or linear mixed modelling to test for statistically significant changes across the three time points. Effect sizes (Cohen's *d*) will be computed to estimate the magnitude of change on study variables. Qualitative data from the acceptability-oriented focus group will be analyzed using reflexive thematic analysis.

*Conclusion:* This study represents the first known trial of an ACT Matrix-based, self-directed intervention for perfectionistic employees. Findings will inform the design of future workplace ACT interventions by identifying whether this approach is both feasible and acceptable for individuals high in perfectionism. The results have potential to contribute to evidence-based strategies for supporting employee well-being through enhanced psychological flexibility.

**S170**

**Workplace ACT in practice: Contextual adaptations and innovations**

Ross McIntosh

People Soup Consulting, Seville, Spain

*Background:* In addition to "full" ACT programs delivered to cultivate psychological flexibility and mental health, ACT's processes are also often woven into other staff development initiatives. This presentation is delivered by an ACT practitioner, who will describe three

contextually relevant adaptations of ACT for three settings: staff working in UK schools, leaders working in a European Bank, and an international sample of engineers working in a high-performance environment.

*Method:* ACT for school staff: Involved a series of six independent “bite-sized” online ACT-based workshops. Each workshop was 60 minutes and utilized the ACT Matrix. The program was delivered to help protect and strengthen well-being during the covid pandemic. The workshops were designed to have compelling titles for tackling particular challenges (e.g., “Getting Perspective”, “Anxiety”, “Purpose”, and “Rest”). Most participants were teachers and Learning Support Assistants; joined by staff in other roles such as School Business Managers, Pastoral Support, Technicians, and Librarians. ACT for leaders in a European bank: Approximately 20 senior leaders are participating. Three core skills in the ACT approach were relabelled and repurposed with the aim of making them appealing and useful to leaders as part of an ongoing Leadership Development Programme. Components of ACT’s psychological flexibility model were clustered to form 3 core skills (awareness, authentic action, and adaptability). These skills are being cultivated in a series of day-long workshops spread over 18 months. ACT for Engineers: This work environment is focused on achieving marginal gains and ‘chasing every millisecond.’ The ACT program was delivered over 4 x 90 minute (in person) training sessions, and utilized the ACT Matrix. Participants were trained in two cohorts with 12 people per cohort.

*Results:* School staff: Total attendance across six webinars was N = 1,258. The webinars were replayed a total of 320 times. Feedback was received from N = 560 attendees. 90% of respondents were either ‘likely’ or ‘very likely’ to recommend the webinars to a colleague. 89% reported they were ‘likely’ or ‘very likely’ to try a technique from the webinars. Bank leaders: Initial feedback indicated that the first two modules were welcomed as practical and immediately applicable. The modules reportedly enabled the leadership collective to engage in open conversations, helping build trust and cooperation. Implementation and evaluation recommence from January 2026. Engineers: Established measures of psychological flexibility were administered to capture change across the four-week ACT program, and that data will be analyzed prior to the conference. Informal (post-intervention) feedback data indicated that 79% of attendees rated the training as good or excellent. 93% reported that that the training helped them explore their behaviour ‘a fair amount’ or ‘a great deal’. 79% reported being ‘fairly confident’ or ‘very confident’ that they would continue to experiment with the ACT Matrix.

*Conclusion:* ACT processes can be employed to cultivate psychological flexibility in the context of other organizational activities. The ACT Matrix tool is proving particularly adaptable useful for workplace implementation and has future potential to enhance a range of staff development and well-being initiatives.

### **Symposium 37: The LeverAge Symposium: Diversity and Inclusion in the Multi-age Workforce**

Chairs: Daniela Andrei, Inês C. Sousa

The LeverAge COST Action (CA22120) is a pan-European network focused on psychological and managerial aspects of work and aging. It connects researchers and practitioners to foster evidence-based approaches in five areas: Organizational practices for a multi-age workforce, successful aging at work, age-diverse teams, aging and technology, and later-life career development. This symposium brings together four complementary studies that examine how transformations in work, age diversity, and career dynamics interact to shape contemporary working lives and the pursuit of sustainable and inclusive workplaces.

The first paper highlights how technological and organizational transformations are redefining work and raising questions about sustainability. Maggioli and Cunha explore how the introduction of new technologies in a Portuguese automobile manufacturer reshapes work organization, psychosocial risks, and workers' health. Drawing on Work Psychology and Activity Ergonomics, their study reveals that technology-mediated reorganization may exacerbate physical and emotional strain, particularly among aging workers, unless participatory and context-sensitive approaches are adopted. The second paper examines the psychosocial implications of work transformations for a multi-age workforce, with a particular focus on younger workers. Schmitz and colleagues advance the emerging literature on workplace youngism by experimentally investigating prescriptive age stereotypes toward younger employees. Across two scenario studies in Portugal and the United States, they examine how endorsing expectations such as "vitality–innovation" and "humility–deference" influences fairness perceptions, person evaluations, and decision support, highlighting the subtle dynamics of bias that affect younger generations at work. The third paper, by Divrik, offers a constructive and inclusive perspective, showing how organizations can transform generational differences into opportunities for mutual learning and innovation. Adopting a qualitative lens to analyze intergenerational knowledge sharing in a hybrid work environment, this study identifies relational and structural mechanisms, such as trust, storytelling, and digital collaboration, that foster mutual learning across generations and contribute to inclusive, innovative, and sustainable learning cultures. Finally, Mendoça and Sousa investigate career breaks as a mechanism for sustaining careers across life stages. Based on a cluster analysis, their study identifies three worker profiles and shows that career breaks, regardless of age or motive, are perceived as enhancing happiness, health, and productivity, underscoring their value as opportunities for sustainable career management.

Together, these studies illuminate how technological change, age diversity, and evolving career paths intersect in shaping the sustainability of work and careers. The symposium aims to stimulate debate on how organizations can effectively promote diversity and inclusion within a multi-age workforce.

## S171

### **Ageing in an Automotive Industrial Context Undergoing Technological Changes: Insights from a Portuguese Case Study**

Sarah Maggioli, Liliana Cunha  
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*Background:* The world of work is undergoing a technology-driven change (Barcellini, 2019). However, as techno-centrism still dominates the literature and the concept of an 'ideal worker' remains prevalent (Howcroft et al., 2024), concerns arise about the sustainability of work under these conditions. When workers are excluded from decision-making, and their specific characteristics overlooked in favour of an alleged neutral and always apt worker (Trentesaux & Millot, 2016), the risk is that technological advancements may worsen existing health risks and inequalities or create new ones - especially relevant given the aging workforce (Eurofound, 2025).

*Method:* A case study was conducted at a Portuguese auto manufacturer implementing new technologies. Building on the principles of Work Psychology and Activity Ergonomics, we examined psychosocial risks and how they vary by age, gender, and experience within the activity. The study involved 51 semi-structured interviews with decision makers (n=26) and production workers (n=25); 15 hours of free and systematic observations in two production areas—Painting and Assembly—covering activities that are both more and less automated; and administration of the Health and Work Survey (INSAT) to a sample of 1,054 workers from

these areas. Additionally, four collective sessions were held with 13 workers. Interview data was recorded, transcribed, and analyzed using NVivo 15, while statistical analyses utilized IBM® SPSS®.

*Results:* While some workstations have been fully automated, several assembly stations are still repetitive and physically demanding. The switch to 19 production shifts with the introduction of a new car model – enabled by new technology – involved the introduction of consecutive night shifts and accelerated production lines, while instructions and quality standards remained strict. This poses challenges for an ageing workforce, many of whom have been exposed to physically strenuous and hazardous conditions over long careers and, consequently, developed medical restrictions (e.g., tendinitis). In a context where demands continually increase, decision-makers report difficulties reassigning workers to tasks that accommodate their varying restrictions without disrupting existing teams.

Sleep problems, emotional reactions, and daily pain were consistent across all gender and age groups and linked to their working conditions. Yet, health complaints were more frequent among younger workers (aged 18-35 and working there for less than 10 years), potentially attributable to the gradual transition of older workers from production lines to early retirement or other roles to accommodate restrictions. Most workers (81.1%) reported their inability to continue doing their current work until age 60, which is below Portugal's statutory retirement age.

*Conclusion:* New forms of work organization, mediated by technology, can either exacerbate or mitigate physical/cognitive decline. As occupational illnesses increase the risk of early exit from the labour market, leveraging technology for sustainable workplaces requires a participatory approach that considers context, workers' characteristics, and real needs, moving beyond techno-determinism. This involves recognizing the role of experience in developing new work competences, as workers are not passive recipients of their working conditions (Coutarel et al., 2015) and integrating workers' perspectives to ensure changes are responsive to their context, as well as their health and safety (Barcellini, 2022).

## S172

### **Younger Worker Prescriptive Age Stereotypes and their Consequences for Personnel Decisions**

Susana Schmitz<sup>1</sup>, David Patient<sup>2</sup>, Miriam Rosa<sup>3,4</sup>, Christin-Melanie Vaclair<sup>4</sup>, Sofia Esteves<sup>5</sup>

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The goal of the two scenario studies presented is to experimentally examine the consequences of endorsing younger worker prescriptive age stereotypes (i.e., beliefs about how people should behave because of their age group membership) in the context of personnel decisions. The importance of further investigating workplace youngism has been emphasized by different scholars. The ageing population in many countries and the consequent changes in the workforce composition have not only increased pressure on older workers, but also on younger ones, who are often underpaid and report not feeling valued or being perceived as competent. To the best of our knowledge, research has not explored the consequences of prescriptive age stereotypes towards younger workers.

When individuals violate (i.e., behave incongruously with) prescriptive stereotypes, they often face backlash or negative consequences. This dynamic can lead to the legitimization of existing biases towards members of a certain social group, making fairness perceptions an important outcome of prescriptive stereotypes. In turn, warmth, morality, and competence are

fundamental dimensions or characteristics of social judgments by which people evaluate individuals and groups, which can influence various organizational and personnel decisions. In Study 1 ( $N = 179$ ), relying on a convenience sample of Portuguese participants, we focused on the Vitality-Innovation dimension of prescriptive age stereotypes toward younger workers (Schmitz et al., 2023). This refers to the prescriptive expectation that younger workers, in particular, should be skilled with the latest technologies and learn new technologies quickly and easily. We examined the consequences of endorsing the Vitality-Innovation stereotype on fairness perceptions (overall justice and distributive justice) and decision support regarding the negative outcome (i.e., not being assigned to a new position) received by the target when he either violated or adhered to the stereotype, and on person perceptions (warmth, morality, and competence) regarding the target when he violated or adhered to the stereotype. In Study 2 ( $N = 213$ ), relying on a US sample recruited through Amazon Mechanical Turk, we replicated Study 1 but focused on the Humility-Deference dimension of younger worker prescriptive stereotypes, according to which younger workers, in particular, should accept their lower status and not challenge the organizational hierarchy.

Results indicated a significant main effect of target behaviour overall in Study 1, similar to findings by Hanrahan et al. (2023). In Study 2, results indicated that when the level of endorsement of the Humility-Deference stereotype was high, younger workers (vs. middle-aged and older) gathered the highest level of overall justice perceptions and decision support regarding the punishment for violating (vs. adhering to) the prescriptive age stereotype and were also rated as less warm and moral than their counterparts.

This work contributes to workplace youngism research by investigating the consequences of younger worker prescriptive age stereotypes. Our results shed some light on the importance of those stereotypes as moderators of the relation between target age and target behaviour predicting important work-related outcomes, such as workers' perceived warmth and morality, and fairness perceptions and decision support regarding situations in which a worker violates or adheres to the stereotype.

### **S173**

#### **Bridging Generations: How Organizations Foster Knowledge Sharing Between Baby Boomers and Gen Z Employees**

Bahar Divrik

Istinye University, Istanbul, Turkey

Organizations today are experiencing an unprecedented generational overlap in the workplace, where Baby Boomers with decades of tacit expertise coexist with Gen Z employees who bring strong digital literacy, agility, and fresh perspectives. This qualitative study explores how organizations design and sustain intergenerational knowledge-sharing practices that enable mutual learning and preserve organizational memory. Drawing on Nonaka and Takeuchi's (1995) Knowledge Creation Theory (SECI model) and Wenger's (1998) concept of Communities of Practice, this research investigates the social and structural mechanisms through which knowledge flows between generations in hybrid work environments.

Semi-structured interviews were conducted with managers and employees from different age groups (Baby Boomers, Gen X, Millennials, and Gen Z) across three organizations operating in the service and manufacturing sectors. Thematic analysis was applied to identify recurring patterns related to trust-building, technological mediation, informal mentoring, and psychological safety in knowledge exchange.

Preliminary findings suggest that successful intergenerational knowledge sharing is less dependent on formal training programs and more on relational climates characterized by

mutual respect, narrative storytelling, and co-creation of meaning. While Gen Z employees seek fast, digital learning channels, older workers rely on embodied and experiential forms of knowing. Organizations that integrate these distinct epistemologies through hybrid communities of practice foster not only learning but also inclusion and innovation.

The study contributes to theory by extending the SECI model to a multi-age workforce context and demonstrating how digital platforms reshape intergenerational knowledge conversion. Practically, it highlights how HR and leadership practices can design inclusive, age-diverse environments that enable sustainable learning cultures across generations.

## S174

### Who Takes a Break? Profiles, Motives, and Implications for Sustainable Careers

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*Background:* As population ageing, intensifying labour shortages, and technological advancements challenge traditional models of career development, promoting sustainable careers has become a strategic priority for organizations. Sustainable careers are dynamic, evolving trajectories shaped through a cyclical, self-regulatory process in which individuals interpret and respond to positive and negative experiences (De Vos et al., 2020). They prioritize productivity, engagement, and well-being over time while adapting to internal and external changes. Career breaks have been introduced as an initiative to support people in voluntarily stepping away from their jobs temporarily. However, research on career breaks remains scarce, focusing mostly on breaks related to maternity among women. The goal of this study was to identify profiles of workers who have already taken career breaks, exploring their main reasons and consequences.

*Method:* A sample of 78 participants aged between 21 and 72 years ( $M = 41.0$ ,  $SD = 13.4$ ) completed an online survey between March and April 2025. Of these, 73.1% were female, 44.9% had completed a bachelor's degree, and 50.0% had completed postgraduate studies. A cluster analysis (TwoStep Cluster) was carried out to identify profiles, a chi-square test was used to examine the main reasons for taking breaks, and a one-way ANOVA was conducted to analyze the consequences of breaks.

*Results:* Three clusters were identified. Cluster 1, called "Young Starters" (32.4% of the sample), is characterised by younger, less experienced workers in early career stages, with few or no dependents. Cluster 2, named "Seasoned Veterans" (29.6% of the sample), comprises older, highly experienced workers in late or advanced career stages, typically with about one dependent. Cluster 3, called "Mid-Career Balancers" (38.0% of the sample), includes middle-aged workers with moderate experience, in mid-career stages, and one to two dependents. The Silhouette coefficient was between 0.5 and 1.0, indicating good cluster separation. The chi-square test showed no significant association between profiles and motives for career breaks. Still, "Young Starters" most frequently cited health and well-being (33.3%) and education and training (23.8%) as their main motives, while "Seasoned Veterans" and "Mid-Career Balancers" primarily chose family support (60.0% and 51.9%, respectively). No significant differences were found between the three profiles regarding the perceived impacts of career breaks on happiness, health, and productivity (the three dimensions of sustainable careers). Nevertheless, "Seasoned Veterans" reported higher happiness (4.43) than "Mid-Career Balancers" (4.15) and "Young Starters" (4.26), and greater productivity (4.05) than "Mid-Career Balancers" (3.74) and "Young Starters" (3.78). Perceptions of health were very similar across profiles ("Seasoned Veterans" = 4.33, "Mid-Career Balancers" = 4.33, "Young Starters" = 4.22).

*Conclusion:* Career breaks represent an important initiative for supporting sustainable careers and can be used by different profiles of workers, reflecting their diverse personal and professional motives. Regardless of profile, career breaks appear to have positive impacts on the happiness, health, and productivity of those who take them. Although this study did not fully account for the complexity of workers' life stages, longer and more sustainable careers depend on opportunities such as career breaks, which organizations can facilitate when requested by employees.

### **Symposium 38: Total Worker Health® Participatory Programs: Empowerment Built From the Ground Up**

Chair: Serena Rice

Participatory approaches to workplace health and safety are increasingly recognized as essential for creating conditions that enable worker engagement, collaboration, and organizational learning. Yet, the processes through which participation leads to worker empowerment remain underexplored. This symposium brings together projects from healthcare, education, and corrections to examine how participatory programs amplify worker voice and foster empowerment across diverse organizational contexts. Grounded in the broader field of empowerment theory, this session applies two complementary and widely recognized frameworks: Kanter's Structural Empowerment theory, which focuses on organizational conditions such as access to information, resources, support, and opportunities; and Spreitzer's Psychological Empowerment model, which captures workers' experiences of meaning, competence, self-determination, and impact. Together, these frameworks offer a holistic lens for interpreting how participatory structures and individual experiences interact to support worker empowerment through engagement and sustain change.

The first presentation describes how a participatory program in a mental healthcare facility created the conditions for empowerment and culture change. The second presentation highlights how the Educator Well-being Program, a participatory Total Worker Health® approach, empowered educators to improve their well-being by engaging them directly in identifying challenges and shaping solutions. The third presentation shares findings from interviews exploring worker empowerment in participatory programs within correctional settings.

Across projects, empowerment is viewed not as a static outcome but as a dynamic, cyclical process. Participants' reflections on collaboration, problem-solving, and influence suggest that participatory structures can foster communication, shared purpose, and a sense of self-efficacy. Visible improvements reinforce these conditions, sustaining motivation and embedding participatory practices within organizational culture. Together, these presentations illuminate shared patterns of empowerment emerging from worker-led participation and offer practical insights into sustaining engagement and improving organizational climate across sectors. The symposium concludes with a panel discussion reflecting on lessons learned, common themes, and practical considerations for implementing participatory engagement across all stages of workplace well-being initiatives.

#### **S175**

#### **Empowerment in Action: Understanding Worker Voice in a Participatory Total Worker Health Program in Healthcare**

Alicia Kurowski, Serena Rice

University of Massachusetts Lowell, Lowell, USA

*Background:* Healthcare workers face persistent challenges to well-being, including high workload, burnout, and limited influence over decisions that shape their work. Participatory

approaches offer a promising strategy for improving both worker and organizational health by engaging employees directly in identifying and addressing workplace concerns. This study examines how empowerment is reflected in the experiences of participants in a participatory Total Worker Health® (TWH) program implemented in a healthcare organization.

*Method:* The program engaged both frontline staff and supervisors on Design Teams along with senior leaders on Steering Committees to collaboratively identify, prioritize, and address workplace issues. Semi-structured interviews were conducted with participants to understand their perceptions of the process and outcomes. Although empowerment was not an explicit focus of the interviews, the transcripts contained rich descriptions of participation, collaboration, and influence. To interpret these experiences, the analysis applied Kanter's Structural Empowerment theory and Spreitzer's Psychological Empowerment model as complementary frameworks, offering a lens to examine how organizational structures and individual experiences interact to foster empowerment.

*Results:* Using this dual-framework approach, our analysis suggests that participatory structures fostered communication, collaboration, and worker voice. Participants described more open dialogue between staff and leadership, a stronger sense of shared purpose, and appreciation for opportunities to contribute to problem-solving. These conditions appeared to strengthen confidence and ownership of the change process with some participants. Viewed through the combined lenses of structural and psychological empowerment, these findings suggest empowerment may evolve as a cyclical process, as participation and visible progress reinforce engagement and motivation over time.

*Conclusion:* Applying Kanter's and Spreitzer's frameworks to the analysis of participatory program experiences provides a novel approach to understanding empowerment as a central mechanism linking worker participation to sustainable organizational change. The findings suggest that participatory TWH programs can enhance both structural and psychological empowerment in healthcare settings. By creating conditions that enable worker voice, influence, and shared accountability, participatory approaches may foster long-term improvements in both employee well-being and organizational culture.

## **S176**

### **Empowering Educators: A Participatory Approach to Advancing Teacher Well-Being**

Matthew Brennan<sup>1</sup>, Megan Miskovsky<sup>2</sup>, Amanda Hiner<sup>2</sup>, Jennifer Cavallari<sup>1</sup>, Serena Rice<sup>3</sup>

<sup>1</sup>University of Connecticut Health Center, Farmington, USA. <sup>2</sup>University of Connecticut, Storrs, USA. <sup>3</sup>University of Massachusetts, Lowell, USA

*Background:* Educators experience high levels of stress, burnout, and increased symptoms of anxiety and depression. Systems level interventions to address these concerns are often generic administrative led approaches that have minimal effect. The Total Teacher Health project gives workers a voice in addressing their concerns by using a participatory Total Worker Health® (TWH) approach to empower educators in developing interventions to improve their well-being. This study examines how a bottom-up approach leads to structural and psychological empowerment.

*Method:* Across the 2024-2025 school year, the Total Teacher Health project collaborated with six elementary schools within two public school districts in a northeastern state of the United States. Educator Design Teams, consisting of 5-8 educators, utilized the Educator Well-being Program to identify their school's strengths and concerns and then develop interventions to address their concerns. The collaborative approach incorporates consistent engagement with administrators as well as all school staff. Process evaluation surveys were conducted to measure impressions, comfort, and effectiveness of the program. The present study examines

open text survey responses prompting program successes, barriers, value, suggested changes and personal and workplace impacts. Kanter's Structural Empowerment theory with Spreitzer's Psychological Empowerment model will be used to code for empowerment indicators enabling a more complete understanding of the mechanisms through which the participatory program leads to empowerment among educators.

*Results:* Preliminary findings of key themes included collaboration & connection, empowerment & voice, reflection & growth, problem solving & action, professional development, and well-being & stress reduction. Both educators and administrators reported successes of the Educator Well-being Program as feeling seen and validated, giving staff a voice, supportive administrators, and empowering teachers. Administrators' responses indicate how the program empowered their staff and gave them a voice in their own health. These preliminary themes fit within the eight dimensions of the two empowerment frameworks. More vigorous qualitative analyses will be performed to identify the intersection of themes within the two frameworks.

*Conclusion:* The Educator Well-being Program is a participatory program that succeeded in giving staff a voice and empowering them to develop solutions that best fit their school. Applying Kanter's and Spreitzer's frameworks is a promising and novel approach in assessing educator empowerment within the participatory approach of the Educator Well-being Program.

## **S177**

### **A United Front: Empowering Workers in the Correctional Workforce**

Sara Namazi<sup>1</sup>, Janet Adeyeye<sup>1</sup>, Alicia Dugan<sup>2</sup>, Martin Cherniack<sup>2</sup>, Matthew Brennan<sup>2</sup>

<sup>1</sup>Johnson & Wales University, Providence, USA. <sup>2</sup>UConn Health, Farmington, USA

*Background:* Correctional employees work in highly unpredictable and stressful environments that impact their safety, health, and well-being. Their main role is to ensure safety in facility operations, for the incarcerated individuals they oversee, and among their fellow staff. Evidence suggests that centring correctional worker voices in decision-making processes is crucial for the safe and effective operations of their facilities. Worker engagement can also contribute to increased feelings of empowerment, job satisfaction, retention, and a sense of purpose. We will share findings from semi-structured interviews exploring worker empowerment in participatory programs within correctional settings.

*Method:* In 2020-2021, the Health Improvement Through Employee Control (HITEC) research program conducted semi-structured interviews with correctional staff and administrators working in prisons and jails in one Northeastern state in the United States. HITEC uses the Center for the Promotion of Health in the New England Workplace's Healthy Workplace Participatory Program (HWPP), a participatory Total Worker Health® approach to addressing staff safety, health and well-being. The interviews focused on understanding participants' experience utilizing the HWPP process, facilitators and barriers, and overall organizational climate regarding staff-led safety, health, and well-being initiatives. The interview scripts were not explicitly designed to focus on empowerment but contained questions on workers' individual and organizational influence on change. Interview transcripts will be analyzed using Kanter's Structural Empowerment theory and Spreitzer's Psychological Empowerment model and interrater reliability will be calculated. Themes will be summarized using descriptive analysis.

*Results:* Preliminary results highlight the facilitators and barriers to program sustainability. Themes that emerged included decision authority, financial support, resources, and training, which are aligned with Kanter's Structural Empowerment. Further analysis will examine aspects of Spreitzer's Psychological Empowerment.

*Conclusion:* Empowering correctional workers is essential for supporting their well-being and ensuring safe, effective facility operations. By applying structural and psychological empowerment frameworks, this study will highlight how participatory Total Worker Health® programs give workers a unified voice while strengthening their autonomy and influence. Gaining a deeper understanding of empowerment from their perspective can promote more equitable decision-making and guide strategies that not only enhance well-being but also elevate morale and reinforce a sense of purpose.

### **Symposium 39: Interventions and Competencies**

Chairs: Johan Simonsen Abildgaard, Thomas Clausen

In recent years, organizational intervention studies (Nielsen & Abildgaard 2013) have become a central part of occupational health psychology (OHP). These interventions often aim to improve psychosocial working conditions, increase well-being, reduce stress and sickness absence (Aust et al., 2023). The present symposium focuses on an aspect that has previously received less attention in OHP, namely 'competencies' (Abildgaard et al., 2023). The concept of 'competency' is relevant for several streams of research in OHP. The first relates to interventions targeting development of competencies in employees. These are cases where the intervention has a stated target of increasing the competencies of employees and also cases where an increase is a byproduct of improving the working conditions. Interventions therefore hold the potential to enhance the competencies that employees need to perform core work tasks (Rice 1963), thereby fostering their experiences of mastery and self-efficacy (Bandura, 1997). Additionally, competency developing interventions have the potential to provide positive effects on both well-being and quality of work.

Another equally important aspect of the concept of competencies pertains to the degree to which the workplace has sufficient collective competencies to improve the psychosocial work environment; i.e. whether employees and managers are able to discuss working conditions, plan and implement improvement initiatives, and finally evaluate and learn from the experience. A concept labelled 'work environment competency' (Clausen et al., 2023) has been proposed as a way to operationalize the workplace's ability to successfully execute initiatives to improve psychosocial working conditions and employee well-being. At the symposium, arguments will be made for the proposition that becoming more competent in improving the psychosocial work environment is a likely proximal outcome of many interventions. Which in turn makes work environment competency a potentially relevant concept for intervention process and effect evaluation.

In the present symposium we present four papers, in which examples of both strains of competency-intervention links are present. One paper is a conceptual exploration of the role of proximal outcomes, specifically competencies, in interventions. The second paper presents the concept of work environment competency in detail and presents empirical examples. The third paper focuses on psychological safety as an important competency for enhancing the quality of work and the well-being of employees. The fourth paper presents a process evaluation of a quasi-experimental intervention aiming to improve working conditions through increasing the critical competencies of workers.

**S178**

**Addressing Challenges in the Design and Evaluation of Organizational Interventions: An Organizational Competency View**

Christian Wählin-Jacobsen<sup>1</sup>, Johan Simonsen Abildgaard<sup>1,2</sup>

<sup>1</sup>Copenhagen Business School, Copenhagen, Denmark. <sup>2</sup>The National Research Centre for the Working Environment, Copenhagen, Denmark

*Background:* While organizational intervention designs are often recommended, actual intervention studies following such designs often fail to achieve the desired results. Previous studies have attributed this pattern to how organizational interventions are generally complex and resource-demanding to successfully implement and evaluate. In this conceptual presentation, two potential underlying issues are addressed: 1) that a number of intervention studies tend to approach specific intervention elements (e.g., particular design features or principles) as the “active ingredients” responsible for bringing about change, when many organizations already have in place practices for managing health and well-being issues, and 2) that many studies assess effects based on more or less specific health-related outcomes, such as psychological distress, perceived work stress or burnout, which may only be affected by a subset of the involved activities. In contrast, an organizational competency view frames the central goal of intervention research as developing organizations’ ability to effectively address work environment problems on a more general basis. As a result, intervention success should be defined less in terms of adherence to manualized or standardized approaches, and more in terms of building locally suitable and sustainable practices which effectively promote employee health and well-being. Furthermore, since previous studies suggest that competency level predicts more specific work environment outcomes, effect evaluations could relevantly pay more attention to whether interventions actually strengthen such competencies in practice as a proximal outcome. In turn, this raises the question of which competencies are most relevant in terms of promoting employee health and well-being in the longer run.

*Method:* Taking a conceptual focus, the presentation discusses the strengths and weaknesses of various existing concepts and tools that address organizational competencies for managing work environment issues (e.g., safety culture, Psychosocial Safety Climate, Organizational Policies and Practices, Work Environment Competency). These differ in their underlying understandings of which particular competencies are especially relevant, and which are not.

*Results:* Application of an organizational competency view in organization research, and the use of competency-oriented outcomes for effect evaluation, holds important implications for intervention research. It is important that the empirical links between both organizational interventions and increases in competency, as well as between competency and more distal health and well-being outcomes, are established empirically.

*Conclusion:* An organizational competency view has the potential to suggest new strategies for designing and evaluating organizational interventions, addressing well-known challenges in the field. In order to assess whether the potential benefits can be realized in practice, more studies adopting a competency view are needed.

**S179**

**Work Environment Competency: Results from a Qualitative Analysis**

Thomas Clausen, Simone Vestergaard Christiansen, Birgit Aust

National Research Centre for the Working Environment, Copenhagen, Denmark

*Background:* The implementation and effects of organizational-level workplace interventions vary a lot across studies, increasing the importance of investigating potential underlying prerequisites for more successful interventions. The competencies of work units to successfully

initiate and implement interventions to improve the psychosocial working conditions may constitute an important prerequisite in this regard. To investigate this prerequisite, we developed the concept of work environment competency to describe the abilities of work units to identify and deal with problems in the work environment. We understand the concept as a dynamic, group-level phenomenon, and the aim of this study was to conduct a thorough investigation of the concept of work environment competency.

*Method:* We analyzed qualitative data from two different projects that were part of intervention studies investigating methods to improve psychosocial working conditions in workplaces organized under the regional level of government (i.e., somatic hospital, psychiatric hospitals, and sheltered housing). We conducted individual and focus group interviews with managers and employees in 25 work units and used thematic analysis for the analysis.

*Results:* The analysis of the qualitative data showed that the following key characteristics manifested themselves in work units with higher levels of work environment competency: (1) Psychological safety, that makes it possible to address challenging working conditions; (2) an innovative climate, that supports finding creative solutions to work environment problems; (3) a systematic approach to all phases of the implementation of work environment interventions; (4) motivation among managers and employees to engage in work environment improvements; (5) knowledge about the psychosocial work environment and its impact on employees health; and, (6) allocation of time and resources for the actual work involved in implementing interventions. The results from the qualitative analysis furthermore suggest that work units with higher levels of work environment competency are more likely to exhibit a proactive approach to dealing with complex problems in the psychosocial work environment and, hence, also to exhibit good psychosocial working conditions and higher levels of employee well-being. The results also showed that interpersonal conflicts) and informal hierarchies within the work units constituted the primary obstacles to higher levels of work environment competency, which also reduced their chances to make improvements to the psychosocial work environment. This underlines the importance of psychological safety as a key component in work environment competency.

*Conclusion:* The results show that work units with a high level of work environment competency are characterized by aspects such as psychological safety, motivation and creativity as well as a systematic approach and ability to allocate resources for implementing the intervention. By providing a better understanding of these key characteristics, the concept of work environment competency can contribute towards identifying the prerequisites that workplaces need to work on before engaging in more complex organizational-level work environment interventions. Moreover, the identification of these key characteristics enhances the practical applicability of the concept of work environment competency.

## **S180**

### **Can Psychological Safety at the Group Level Enhance Employees' Experience of Meaning at Work? A Prospective Multilevel Study**

Simone Vestergaard Christiansen, Thomas Clausen

National Research Centre for the Working Environment, Copenhagen, Denmark

*Background:* Psychological safety has been positively associated with organizational outcomes such as learning behaviour, innovation, and performance. However, most studies on psychological safety are cross-sectional, and only few studies have used prospective designs to examine how group-level psychological safety influences employee well-being over time. In particular, little is considered about its association with employees' experience of meaning at work, which is known to be a key component of work-related well-being. This study is based on the assumption that psychological safety functions as a key social competence within work

groups, enabling them to engage in open and constructive dialogues and to collectively reflect upon challenges in their work environment, thereby strengthening their competencies as a group to improve the psychosocial work environment and employee well-being. This study investigates whether group-level psychological safety is prospectively associated with employees' experience of meaning at work. Furthermore, we examine whether this association is mediated by employees' perceived opportunities for performing their work tasks. We hypothesized that psychological safety in work groups facilitates cooperation and effective problem-solving related to work tasks, which in turn enhances the conditions and opportunities to perform work tasks satisfactorily, ultimately contributing to experiences of meaning at work at the individual level.

*Method:* Data were collected through a two-wave questionnaire survey with a 12-month follow-up, with 683 completing both waves (response rate: 38.9 percent). Data were obtained as part of an intervention study aimed at facilitating improvements in the psychosocial work environment across 64 work units within the Danish regional sector. Employees in these work units were invited to complete a questionnaire based on the validated Danish Psychosocial Work Environment Questionnaire (DPQ), both before and after the intervention. Multilevel regression analysis was used to examine prospective associations between the study variables.

*Results:* Group-level psychological safety at baseline was significantly and positively associated with the experience of meaning at work at 12-month follow-up. The results also showed that psychological safety was significantly and positively associated with the perceived opportunities to perform work tasks at follow-up. In the mediation analysis, we found that opportunities to perform work tasks did not mediate the relationship between psychological safety and experience of meaning at work. The findings, therefore, partially supported our hypotheses, suggesting that psychological safety is associated with the experience of meaning at work. Furthermore, the association may, at least in part, be explained by the beneficial effects of psychological safety on outcomes such as opportunities to perform work tasks. However, the absence of statistical significance in the mediation analysis may reflect limitations in statistical power due to the sample size.

*Conclusion:* This prospective study found that group-level psychological safety was positively associated with employees' experience of meaning at work, as well as with perceived opportunities to perform work tasks. These findings highlight the importance of fostering psychological safety in promoting work-related well-being. Moreover, this study indicates that psychological safety may be considered a key social competence within work groups, strengthening their collective ability to collaborate and improve the psychosocial work environment and employee well-being.

## **S181**

### **How Strategic Initiatives Focusing on Critical Competencies can improve Psychosocial Working Conditions for Welfare Workers – a Process Evaluation of a Quasi-experiment**

**Clara Dyrbye Hansen<sup>1</sup>, Johan Simonsen Abildgaard<sup>1,2</sup>, Unnar Theódórsson<sup>1,3</sup>**

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*Background:* The Danish welfare sector is experiencing increasing shortage of frontline professionals due to demographic pressure and declining long-term retention in care roles. A frequently reported driver of early exit is conceptualized as a practice shock experienced by newly qualified staff when confronted with the pace, workload and working conditions within the welfare and care work. Additionally, career advancement in the welfare sector often means

removing oneself from the care and engaging with a managerial role, which drives skilled workers away from the citizen- proximal care. To address these issues Herlev Municipality, funded by the Danish Ministry of Employment, initiated an intervention across six welfare domains in the spring of 2025. The intervention entails defining five critical competencies for each specific welfare domain on which new citizen-proximal career paths and onboarding programs are to be based. This study investigates the intervention process and how the potential outcomes are emerging from the activities involved as well as the negotiation of both the initiative itself and the ideas of critical competencies in the welfare work.

*Method:* We apply a mixed-methods longitudinal design of the quasi-experimental intervention. Herlev Municipality has split the intervention population into two groups and are implementing based on a waitlist design. The present study emphasizes the qualitative process evaluation complemented by an initial baseline survey (N ≈ 960/1,600). Qualitative data include ~30 semi-structured interviews with steering and reference group members focusing on how they experience the process and outcomes of the initiative, 36 focus groups focused on generating data on critical competencies (2–4 participants each) spanning the six domains, and ≈72 hours of recordings from meetings, workshops and seminars documenting the process of defining critical competencies, developing new onboarding programs and new citizen-proximal career-paths, and how these are received by employees and managers. Subsequent quantitative analyses will incorporate annual staff surveys, municipal HR data on sickness absence and turnover, and matched data from comparable municipalities to permit difference-in-differences estimation of intervention effects. The qualitative analyses presented in this study primarily focus on the implementation processes, negotiation of competency definitions, and implementing these in the form of new onboarding and citizen-proximal career-paths.

*Results:* Our initial findings point to challenges in the implementation of the intervention. Specifically, a constant balance between focusing on intervention content (for instance defining the critical competencies) and formal intervention process (negotiating the boundaries of the initiative in itself). In this way the initiative and its outcomes are heavily shaped by the context of the six different parts of the organization. Further we see an emerging tension between wanting to increase the quality of welfare work and the operational realities of a strained working environment, which seem to influence the prioritization of the initiative.

*Conclusion:* This evaluation will generate empirically grounded knowledge about the implementation, mechanisms and longer-term potential of competency-based interventions to strengthen the well-being of welfare workers. Our findings will inform Herlev Municipality and other similar organizations in their efforts to secure the upholding of the Danish welfare state.

#### **Symposium 40: Bridging the Gap between Occupational Health Research and Practice in Schools: Implementing Policies and Guidelines in Schools for the Prevention of Mental Health Problems among School Staff**

Chairs: Emmanuel Aboagye, Christina Björklund

As evidence-based policies and guidelines for the prevention of work-related mental health problems have been established by global organizations such as the WHO and the ILO, the next step is to act on this evidence. At this stage, the key questions are how to effectively and efficiently adopt, implement, and sustain national workplace policies and guidelines. Addressing this requires studying implementation procedures, comparing implementation strategies, examining the mechanisms and functioning through which implementation strategies produce effects, and understanding how contextual conditions affect their impact across workplaces.

In this symposium, we provide real-world examples of how to bridge the gap between research and practice by presenting research on how to implement evidence-based practices through guidelines, policies in schools with the aim of preventing mental health problems among school staff. First, Kwak presents findings of her cluster-RCT testing the effectiveness and related mechanisms of change of different implementation strategies aimed at implementing an occupational guideline for the prevention of mental health problems at the workplace in schools. Results indicate that providing schools with the motivation, capability, and opportunity to implement the guideline through the strategies of implementation teams, education, ongoing training, Plan-Do-Study-Act cycles, and internal facilitation leads to improved guideline fidelity.

Second, Rödlund presents his qualitative research conducted as part of the trial aimed at gaining a deeper understanding of the functioning of the tested implementation strategies. His results illustrate the actions needed to reach guideline fidelity and the specific contextual conditions that must be in place for each strategy to function as intended. Third Casely-Hayford, who will present a qualitative study examining how collaborative work arrangements between teachers and support staff are implemented and organized in schools. Moreover, he will present the organizational conditions required to effectively implement and integrate support staff as a policy initiative targeting the reduction of teachers' workload and, in turn, improving teachers' health. Fourth, Yusheng Fu will present the results of an ongoing discrete-choice-experiment designed to identify the importance of multiple work-related factors contributing to teacher retention. Teacher turnover is a highly prevalent destabilizing factor that impacts not only school functioning, but also teachers' mental health. When teacher turnover is high, the workload of the already burdened remaining teachers becomes even higher, increasing the risk for stress, burnout, and related sick leave.

## S182

### **Supporting Evidence-based Practice For The Prevention Of Mental Health Problems Among School Staff; A Cluster-randomized Controlled Trial In Swedish Schools**

Andreas Rödlund<sup>1</sup>, Anna Toropova<sup>1</sup>, Byron J Powell<sup>2</sup>, Rebecca Lengnick-Hall<sup>2</sup>, Liselotte Schäfer Elinder<sup>1,3</sup>, Christina Björklund<sup>1</sup>, Lydia Kwak<sup>1</sup>

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*Background:* Occupational guidelines exist to support workplaces with the prevention of mental health problems among their staff. These guidelines are seldom implemented in practice and knowledge on how to support their implementation is limited. This study aims to compare the effectiveness of two implementation strategies on fidelity to an occupational guideline by using a cluster randomized-controlled trial conducted between 2021-2023 among 55 Swedish schools, and to explore whether the effect of the strategies is mediated by the COM-B constructs capability, opportunity, and motivation.

*Method:* Baseline and 12-month data on fidelity were collected by web-survey; n=1626 completed the survey at both time-points (response rate = 85.9%) Fidelity was assessed for the three guideline recommendations (i.e., work environment documents, work-environment knowledge, and risk assessment and management) with ten indicators. The multifaceted strategy (group 1) contained an educational meeting, ongoing training, implementation teams, Plan-Do-Study-Act cycles, and an internal facilitator. The discrete strategy (group 2) contained the implementation team and educational meeting. COM-B constructs were assessed three times (directly after the educational meeting and at three and nine months) among implementers (n=207). Linear Mixed Modelling was employed to test the strategy's effect on fidelity, and mediation analyses were conducted using the PROCESS Macro.

**Results:** Absolute changes were observed in all indicators of Recommendation 1 (Group 1: 13.2-19.5 %, Group 2: 10.4-13.2 %), with one indicator favouring Group 1 in comparative analysis ( $\beta = 0.15$ ,  $p < .001$ ). The single indicator of Recommendation 2 was also in favour of Group 1 (Group 1: 9.2 %, Group 2: 5.0 %;  $\beta = 0.12$ ,  $p < .001$ ). Differences in absolute changes between groups were largest in the six indicators of Recommendation 3 (Group 1: 0.7-13.9 %, Group 2: - 3.2-0.0 %;  $\beta = 0.15$  to  $0.32$ ,  $p < .001$ ). The effect of the multifaceted strategy on fidelity was partially mediated by all COM-B related mediators ( $p < .05$ ) except for beliefs about consequences. Capability-related mediators, including skills (Proportion-mediated= 41%,  $p < .01$ ) and behavioural regulation (Proportion-mediated= 35%,  $p < .001$ ), accounted for the largest proportion of the effect, followed by the motivation-related mediator goals (Proportion-mediated = 34%,  $p < .01$ ).

**Conclusion:** The multifaceted strategy was more effective than the discrete strategy in fidelity attainment, especially for recommendation 3. The multifaceted strategy improved guideline fidelity by enhancing capability, opportunity, and motivation confirming the proposed function of COM-B. This study provides valuable knowledge on the effectiveness of a multifaceted strategy for the implementation of a guideline for the prevention of mental health problems among school staff.

### S183

#### **The Roads Toward Implementation: A Mixed-Method Study of the Mechanisms of Implementation Strategies Supporting Preventive Efforts in the Psychosocial Work Environment.**

Andreas Rödlund<sup>1</sup>, Anna Toropova<sup>1</sup>, Rebecca Lengnick-Hall<sup>2</sup>, Byron J Powell<sup>2</sup>, Liselotte Schäfer Elinder<sup>1,3</sup>, [Christina Björklund](#)<sup>1</sup>, Lydia Kwak<sup>1</sup>

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**Background:** Occupational guidelines seldom have practical implications without implementation strategies that support their adoption, implementation, and sustainment. Although a range of different strategies can be used to support implementation of evidence-based guidelines, we still know little about how and why they work. This gap limits our ability to design and tailor strategies that are effective, efficient, and responsive to complex workplace settings. This study addresses this gap by exploring the pathways through which five implementation strategies tested in a school setting, namely *Implementation Teams*, *Educational Meetings*, *Ongoing Training*, *Plan-Do-Study-Act (PDSA) cycles*, and *Internal Facilitation*, contribute to the implementation of an evidence-based guideline for the prevention of work-related mental ill-health among school staff.

**Method:** A theory-based evaluation approach combining process tracing with comparative case studies was used to investigate the pathways of these implementation strategies. Sixteen cases were derived from a cluster-randomized controlled trial conducted in 55 Swedish schools evaluating how a multifaceted implementation strategy affected fidelity to the guideline for the prevention of work-related mental health problems. The study approach proceeded in four steps: (1) developing a theory of change; (2) gathering qualitative data such as interviews, implementation documentation, and attendance lists to validate, refine, or extend the theory; (3) coding the material using qualitative content analysis; and (4) conducting a causal analysis using qualitative comparative analysis (QCA) to identify mechanisms, temporal sequences, and contextual conditions explaining implementation success or failure.

**Results:** Analyses identified distinct pathways for each of the implementation strategies. *Implementation Teams* enabled participation in implementation activities by fostering an environment with dedicated resources that, in turn, enabled social support from team members.

*Educational Meetings* influenced the initial implementation decisions by promoting knowledge acquisition and shaping positive beliefs about guideline implementation. *Ongoing Training* maintained the implementers' implementation intention and ensured the enactment of activities by promoting the acquirement and refinement of skills, which in turn built positive beliefs in implementation capability. *PDSA cycles* influenced behavioural regulation which was catalysed by participating in ongoing training which in turn activated repeated engagement in goal setting, action planning, reflection, and adjustment. *Internal Facilitation* supported goal setting and prioritization by creating an environmental context, in which implementers received support from facilitators. Unsuccessful pathways were also identified, providing insights into contextual barriers that impeded mechanism activation.

*Conclusion:* This study delineates the processes through which five implementation strategies contributed to guideline implementation in schools. By tracing pathways across multiple cases, the findings illustrate how and under what conditions implementation strategies can activate change processes within complex workplace settings. In turn, this contributes to a more detailed understanding of how and why implementation strategies function in practice, offering guidance for tailoring and optimizing future workplace efforts aimed at improving psychosocial work environments and preventing mental ill-health.

#### **S184**

#### **From Policy to Practice: Implementing and Organizing Support Staff in Schools**

Jeffrey Casely-Hayford<sup>1</sup>, Per Lindqvist<sup>2</sup>, Helena Tinnerholm Ljungberg<sup>1</sup>, Christina Björklund<sup>1</sup>, Lydia Kwak<sup>1</sup>

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*Background:* The number of individuals working in teacher support roles (e.g. teacher assistants) has increased substantially in Swedish schools and has been driven by political reforms aimed at workforce remodelling targeting the reduction of teachers' workload and the improvement of their work environment and health. However, research examining how collaborative work arrangements between teachers and support staff affects teachers' work environment and health is scarce. Furthermore, the Swedish School Inspectorate has highlighted the need for greater attention to how support staff as a policy initiative is implemented and organized in the school context to prevent undermining the intended policy outcomes.

*Method:* This study uses a qualitative design to explore how the collaborative work arrangement between teachers and support staff is implemented and organized, and what organizational conditions and supports are required to effectively implement and integrate support staff in schools. Data was collected through focus group interviews conducted in four school contexts as part of a comparative multiple-case design. The schools were recruited using a purposive sampling method and were located in both urban and rural areas and varied in size and elementary years. Three of the schools received government or municipal funding to employ support staff under the policy initiative, while one school introduced the arrangement for financial reasons. Separate semi-structured focus group interviews were held with municipal representatives and school principals, and with teachers and support staff from each school. The study included two units of analysis per school context: 1) municipal and school leadership (n= 15), which explored how they implemented and organized the collaborative work arrangement, as well as the factors that facilitated or hindered this process and 2) teacher and support staff (n=21), which explored their experiences of how the arrangement was implemented and organized in practice, and on the conditions they perceived as facilitating and hindering its development. Data were analyzed deductively using Normalization Process Theory at each unit of analysis, which guided our examination of how the collaborative work arrangement was implemented, embedded and integrated in the school context.

*Results:* The analysis is currently ongoing, and the preliminary results indicate that school leaders played a central role in the implementation and organization process and anchored the work arrangement in a shared understanding of why it was introduced, supported by workplace structures that made it possible to integrate the practice in everyday work. The school leadership played a central role in this process whereas the results suggested a passive role played by the municipality. Teachers and support staff highlighted the importance of the school leadership and how workplace structures, such as scheduled meetings, facilitated the relational work needed for the effectiveness of the arrangement.

*Conclusion:* These preliminary findings suggest that effective implementation of collaborative work arrangements between teachers and support staff largely depends on school-level leadership that creates shared purpose and establishes structures supporting everyday practice. While municipal support appeared passive in the process, strong school leadership and clear organizational conditions enabled the relational and operational work needed for the arrangement to function.

## S185

### **What Makes Teachers Stay? A Mixed-method Study Using Delphi and Factorial Survey**

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*Background:* Teacher retention is a critical global challenge, with high attrition rates among both new and experienced teachers threatening educational stability, particularly in Nordic countries. While existing research has identified a multitude of factors influencing retention, ranging from salary and workload to collegial support and professional identity, traditional methodologies often examine these factors in isolation. This approach fails to capture the complex, real-world trade-offs teachers make when deciding to stay in the profession. It remains unclear which factors hold the greatest relative weight and how they interact within a teacher's decision-making process. This study addresses this gap by investigating the combined impact of working conditions and psychological factors on teachers' retention decisions, explicitly examining the trade-offs between them.

*Method:* This study employs a sequential mixed-methods design, integrating a ranking-type Delphi technique with a Discrete Choice Experiment (DCE), a form of factorial survey. These iterative steps began with a comprehensive literature review and structured consultations with a reference group comprising teachers, school leaders, and union representatives. The first Delphi round will be conducted in November 2025 to identify and arrive at a consensus on key retention factors. A representative sample, balanced by gender, professional experience, and geographical location, will be secured. Based on the Delphi results, a subsequent DCE survey will present participants with a series of hypothetical job scenarios (vignettes). Each vignette combines the prioritized factors at different levels (e.g., high salary with high workload vs. moderate salary with low workload). Participants will indicate their likelihood of staying in each presented position, allowing for the quantification of the relative importance of each factor and the trade-offs teachers are willing to make.

*Results:* Through an iterative process of extensive literature search and consultations with the reference group, the broad findings were consolidated into a focused set of 34 key factors across six domains: employment conditions, work organization, work environment, school leadership, professional development, and professional identity. In line with the agreed-upon concerns from the reference group, we expect teachers to find workload management,

particularly in relation to working hours and the opportunity to focus on core teaching duties, to be important concerns. Consensus levels varied across domains, such as leadership and professional identity. To arrive at a consensus among the teachers, in the first round of the Delphi process, factors that meet the 70% top-half ranking threshold will advance to the second round of the Delphi process.

*Conclusion:* This study, developed through systematic consultation with stakeholders, can make significant contributions to occupational health in the education sector. The approach used in the study moves beyond isolated factors to model the trade-offs in teachers' retention decisions. The research will generate a hierarchical map of workplace determinants of teacher well-being. This evidence is critical for shifting organizational interventions from being reactive and generic to being proactive and targeted. Ultimately, the findings will provide an evidence-based framework for policymakers and school leaders to build healthier, more sustainable teaching environments, directly addressing work-related mental health risks and fostering organizational stability.

### **Symposium 41: Sick, but Still Showing Up: Unpacking the Contextual Conditions of Presenteeism at Work**

Chairs: Mariella Miraglia, Simon Restubog, Zara Whysall

Over the past two decades, research on presenteeism - working while ill (Ruhle et al., 2020) - has flourished, revealing its complex, multi-level determinants (for syntheses, Lohaus & Habermann, 2019; McGregor et al., 2018; Miraglia & Johns, 2016; Ruhle et al., 2020), the intricate decision-making process behind it (Whysall et al., 2023; 2025), and its diverse consequences for individuals and organizations (Karanika-Murray & Biron, 2020; Skagen & Collins, 2016). Yet, despite the well-established importance of context in organizational behaviour (Johns, 2001; 2017), scholars still lack a robust understanding of how contextual factors shape presenteeism (Patel et al., 2023; Ruhle et al., 2020).

This symposium brings together four presentations to examine how contextual features of presenteeism influence the antecedents, mechanisms, and outcomes of working while ill. Specifically, the papers explore contexts related to mental health issues (Whysall et al.), occupational sectors (Wei et al.), and contemporary forms of work (Yang et al.; Tripathi & Miraglia). In the first presentation, Wei and colleagues investigate the dual mechanisms of presenteeism in the healthcare sector. Drawing on a two-wave quantitative study, Wei and colleagues show that role overload relates to presenteeism positively via work-family conflict and negatively via occupational delay of gratification. In the second presentation, Whysall and colleagues investigate how experiences of mental health influence employees' decisions to work while unwell. Using an experience sampling design with 121 participants who completed daily qualitative and quantitative diaries over two weeks, this study highlights the role of contextual influences - such as employee-manager relationships and flexible work arrangements - in shaping employees' perceived thresholds for taking sick leave. The final two papers explore presenteeism in remote work settings. Yang and colleagues present a cross-lagged panel study demonstrating how working while ill affects proactive and passive work connectivity behaviours through work engagement. Tripathi and Miraglia draw on a diary study to show how the use of synchronous versus asynchronous communication technologies outside regular hours differentially shapes presenteeism, which in turn exhibits a curvilinear relationship with task performance. A concluding discussion facilitated by Restubog will integrate these findings and identify directions for future research on contextualising presenteeism.

S186

**Decoding the “Body Present, Productivity Reduced” Phenomenon among Primary Health Care Workers: A Study on the Impact Mechanism of Role Overload on Presenteeism**

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*Background:* Primary health care workers represent a crucial human resource factor for advancing the hierarchical medical system and form the backbone of a rational medical service model that emphasises treatment for minor illness within the community and recovery back to the community (Lin & Jia, 2025). However, this central role also exacerbates role pressure among primary health care workers (Wang et al., 2020), negatively impacting staff performance. When illness occurs, it often results in productivity loss and increased engagement in presenteeism – that is working while unwell and experiencing reduced productivity due to health issues or other non-illness factors such as stress or emotional strain (Yang et al., 2016; 2023; Liu et al., 2025). Drawing upon the challenge-hindrancer stressor framework (Cavanaugh et al., 2000), this study introduces two mediating variables—occupational delayed gratification and work-family conflict—and examines how role overload influences presenteeism among primary health care workers. The occupational category (physicians or non-physicians) is tested as a moderating variable.

*Method:* Using established scales, data were collected via the Credamo platform (Lei, 2023) through a two-wave survey involving 365 primary health care workers. Analyses were conducted using SPSS 27.0 and Mplus 8.3 software.

*Result:* Research findings indicate a: (1) Hindering mechanism: Role overload significantly increased work-family conflict ( $\beta = 0.569, p < 0.01$ ), which in turn heightened presenteeism ( $\beta = 0.195, p < 0.01$ ). Work-family conflict mediated the relationship between role overload and presenteeism ( $\beta = 0.111, 95\% \text{ CI} = [0.431, 0.640]$ ); (2) Facilitating mechanism: Role overload also positively influenced occupational delay of gratification ( $\beta = 0.359, p < 0.01$ ), which significantly reduced presenteeism ( $\beta = -0.854, p < 0.01$ ) and mediated this relationship ( $\beta = -0.307, 95\% \text{ CI} = [-0.287, -0.004]$ ); (3) Boundary effect: Multi-group analysis showed that the facilitating effect of occupational delay of gratification was more pronounced among non-physicians (nurses, medical technicians, pharmacists), while the hindering effect of work-family conflict was more pronounced among physicians.

*Conclusion:* Overall, the study confirms the mediating roles of occupational delay of gratification and work-family conflict and the moderating effect of occupational category. These findings offer empirical guidance for reducing productivity loss and designing targeted interventions to support primary health care workers.

S187

**Deciding to Work While Unwell: Insights into Mental Health-related Presenteeism from an Experience Sampling Study**

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Presenteeism - working while unwell - can place additional strain on individuals' mental health (e.g., Bryan et al., 2021; Conway et al., 2014; Kinman & Clements, 2022), thereby diminishing overall well-being and increasing the risk of long-term sickness absence (Bergström et al., 2009). In the UK alone, mental health-related productivity losses are estimated to cost

employers an estimated £51 billion annually, with presenteeism accounting for nearly half of this figure (Deloitte, 2022, 2023). This study extends current understanding of mental health-related presenteeism behaviour by examining how individuals' experiences of mental health issues shape their decisions to work while unwell.

Using an experience sampling design, 121 participants completed qualitative and quantitative daily diaries for at least two working weeks. Across the sample, 495 health incidents were recorded, of which 155 (31.3%) were related to common mental health concerns such as anxiety, depression, and stress. Sixty-one participants (50.4%) reported experiencing mental health issues. Of these, 37 identified as female, 22 as male, and two chose not to disclose their gender. This subsample had a mean age of 42 years and was geographically diverse, spanning the United Kingdom, South Africa, European Union countries, the United States, Canada, and Jordan. The data were analyzed using both statistical analyses and thematic trajectory analysis (TTA), for the quantitative and qualitative data, respectively.

Findings reveal that many participants did not perceive mental health issues as a legitimate reason for sick leave, which may reflect workplace norms, culture and/or persistent stigma surrounding mental health in the workplace. Participants often felt compelled to continue working despite their condition(s), perceiving few viable options for balancing work demands and psychological distress. The threshold for taking sick leave due to mental health concerns appeared notably higher than for physical health issues, as participants tended to conceal their struggles and manage them independently. Contextual factors - particularly the quality of the employee-manager relationship and the availability of flexible work arrangements - were found to play a crucial role in influencing these decisions. Collectively, the findings suggest that while mental health issues are a major driver of presenteeism, engaging in presenteeism can also exacerbate psychological distress. This underscores the need to strengthen managerial competence in supporting employee well-being. Empowering line managers to recognize early signs of distress then flexibly and typically temporarily adjust work (e.g. goals, support, nature or volume of demands, and/or deadlines), based on individual circumstances can help reduce presenteeism and foster more psychologically healthy workplaces (Chen, 2024; Dulal-Arthur et al., 2025).

## S188

### **Presenteeism and Overtime Work at Home: Exploring the Cross-lagged Effects between Workahomeism and Work Connectivity Behaviour**

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*Background:* Little is known about the consequences and causes of presenteeism (i.e., working while unwell, Johns, 2010; Ruhle et al., 2020) in remote work settings – referred to as workahomeism (Brosi & Gerpott, 2022). When employees choose to work from home while unwell, the boundaries between work and family become increasingly blurred, hindering recovery and potentially leading to excessive overtime, commonly described as work connectivity behaviour (Richardson & Benbunan-Fich, 2011). Drawing on the Work-Home Resources Model (ten Brummelhuis et al., 2021) and using a three-wave longitudinal design, this study examines the relationship between workahomeism and two forms of work connectivity behaviour – proactive and passive – along with the mediating role of work engagement, including its subdimensions of vigour, dedication, and absorption (Bledow et al. 2011; Burton et al., 2013; Schaufeli et al., 2006).

*Method:* A randomised pilot study first validated the measurement scales for workahomeism (Koopman et al., 2002) and for proactive and passive work connectivity behaviours (Schieman & Young, 2013). A subsequent cross-lagged panel analysis of 691 Chinese participants was conducted.

*Result:* The results revealed that workahomeism, through mechanisms of cross-domain resource transfer and depletion between work and family, ultimately reduced proactive work connectivity behaviours but increased passive ones, and vice versa. Work engagement, as a key psychological resource, was negatively associated with workahomeism and passive work connectivity behaviour but positively correlated with proactive work connectivity behaviour. Moreover, the three dimensions of work engagement – vigour, dedication, and absorption – played distinct mediating roles across these pathways. This cyclical pattern underscores a practical dilemma: working from home while sick can inadvertently heighten the risk of overtime and hinder recovery. The findings highlight the need for managers to recognise and mitigate risks of workahomeism and excessive connectivity at home.

*Conclusion:* Overall, this study situates presenteeism within the broader context of remote work and overtime behaviours, offering a foundation for future research on attendance and boundary management in the work-family interface.

## S189

### **Nighttime Technology Use, Presenteeism, and Performance: A Diary Study among Remote Workers**

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With the widespread adoption of remote work, employees are increasingly engaging in work activities beyond standard working hours – an occurrence further enabled by advanced information and communication technologies (ICTs) (Schlachter et al., 2018). As such, connectivity becomes ubiquitous and it is critical to understand its implications for individual well-being and performance. This study investigates whether the use of synchronous (e.g., video or audio calls) and asynchronous (e.g., emails) ICTs outside regular working hours – specifically at night – affects presenteeism (i.e., working while ill, Johns, 2010; Ruhle et al., 2020) and, in turn, productivity among remote workers. Drawing on boundary theory (Ashforth et al., 2000) and the effort-recovery model (Meijman & Mulder, 1998), we suggest that nighttime ICT use blurs work-nonwork boundaries, making it harder for employees to psychologically detach from work, and recover effectively. This disruption to recovery impairs sleep quality, increases fatigue, and heightens stress and perceived work pressure, ultimately raising the likelihood of working while ill the following day. We further posit that this effect is stronger for synchronous ICTs, which amplify work urgency and foster expectations of constant availability (Chen et al., 2024). While we expect presenteeism driven by impaired detachment and recovery to undermine productivity, we also test for a curvilinear relationship between presenteeism and performance, given mixed evidence on the performance-related consequences of presenteeism (Niven & Ciburowska, 2015; Hemp, 2004; Karanika-Murray & Biron, 2020; Wang et al., 2023).

To test these predictions, we conducted a two-week daily diary study, surveying participants online twice daily (i.e., morning and evening, Monday to Friday). The final sample consisted of 177 full-time professionals working from home at the time of data collection, yielding 1,293 matched morning-evening observations. Multilevel regression analyses revealed that analyses showed that synchronous nighttime ICT usage positively predicted next-morning presenteeism (video-conference:  $\gamma = .17, p = .005$ ; audio calls:  $\gamma = .16, p = .033$ ), whereas asynchronous nighttime ICT usage did not (emails:  $\gamma = .05, p = .31$ ; text messages:  $\gamma = -.10, p = .08$ ). In turn, presenteeism (measured in the morning) was negatively related to self-reported task performance, measured in the evening ( $\gamma = -.33, p = .001$ ). In addition, we found a significant positive quadratic relationship with performance ( $\gamma = .06, p = .001$ ), showing an initial negative trend that levelled off as presenteeism increased.

Overall, this study highlights the importance of distinguishing between synchronous and asynchronous ICT use outside regular working hours and their distinct consequences for employee attendance and performance. It also advances understanding of the antecedents of remote-work presenteeism (also known as workahomeism, Brosi & Gerpott, 2023) and sheds new light on the nuanced relationship between presenteeism-performance relationship. These findings may suggest a habituation effect, whereby employees who frequently work while ill adapt by allocating resources more efficiently and managing health and performance more functionally (Karanika-Murray & Biron, 2020; Whysall et al., 2025).

## **Symposium 42: Shaping Work from the Top Down: Higher-Level Factors Influencing Work Design and Employee Well-being**

Chair: Laure Verhulst

Decades of organizational research has defined what well-designed work should look like (Demerouti et al., 2001; Bakker & Demerouti, 2024), yet many jobs fail to meet these standards (Eurofound, 2023). While the principles of work design are well understood, less is known about how work design emerges in practice. One major driver of work design, are top-down processes (Parker et al., 2017), including organizational policies and managerial decision making.

This symposium brings together insights from three complementary studies addressing this gap. Using diverse methodologies (quantitative analysis, a qualitative case study, and quasi-experimental design), these studies investigate how higher-level factors shape daily work and, as a consequence, employee well-being (including engagement and burnout risk), and how targeted interventions can support more informed work design decisions.

The first study (Szekér\* and Lenaerts) examines systemic, organizational-level influences. Survey data from 1,534 workers was used to investigate how occupational safety and health (OSH) management, psychological safety climate associates with employee participation and therefore to engagement, health, and burnout risk. OSH management was the most consistent and impactful predictor, highlighting the importance of a comprehensive organizational climate addressing both physical and psychosocial dimensions of work. The second study (Verhulst) zooms in on the implementation of a digital planning system within an organization. Thirteen interviews with employees and managers reveal how technological and managerial decisions reshape daily tasks, responsibilities, and work relationships, producing inefficiencies and reducing well-being and engagement. This study provides insights into the (unintended) consequences of managerial decisions and digitalization on job design and well-being, highlighting the importance of considering job-level implications of higher-level decisions. Building on this, the third study (Verelst) explores interventions to support managers in making more informed work design decisions by increasing their relevant knowledge. A simulation game is developed and evaluated using a semi-experimental pretest-posttest design (N = 280). Findings show that the simulation significantly enhanced participants' cognitive and skill-based knowledge of work and organization design, providing a practical understanding of how managerial decisions shape work quality and employee well-being.

The symposium will conclude with a discussion led by Van den Broeck, synthesizing insights across the three studies. The discussion highlights cross-level mechanisms linking managerial decisions, targeted interventions, and organizational policies to job design and employee well-being, and explores theoretical and practical implications for promoting sustainable, high-quality work.

**S190**

**Safety Voice and Psychosocial Safety Climate: Drivers of Employee Health in a Changing Work Environment**

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In today's rapidly evolving world, employees face increasing pressure to adapt continuously. While mental well-being and psychosocial risk are receiving growing attention, this focus remains largely confined to researchers and some dedicated HR professionals. Occupational health and safety (OSH) prevention and management still predominantly emphasize physical risks and safety in many sectors and companies. This study seeks to explore how organizational and individual factors contribute to workers' health and well-being. It argues that a robust OSH policy, alongside a strong psychosocial safety climate (PSC), enhances well-being. Furthermore, it examines whether employee involvement in the management of psychosocial risks and the presence of stronger safety voice of the worker foster better outcomes for workers.

A web-based survey was conducted among 1,534 workers from the industrial and healthcare sector across five EU-countries (Austria, Belgium, Denmark, Estonia and Italy), as part of the EU-funded PSYR-IR project. Well-being was assessed through measures of general health, work engagement and burnout risk. Data were analyzed using hierarchical linear regression.

Findings indicate that general OSH management practices are the most consistent and impactful predictor of well-being. Safety voice is positively associated to work engagement and lower burnout risks. For psychosocial safety climate evidence only a positive association with work engagement is found. Employee involvement in the design and implementation of PSR management practices contributes marginally to work engagement but shows no relationship with general health or burnout risk.

Limitations include the sector-specific focus and cross-sectional nature of the dataset. Additional measures of employee involvement and OSH policy could provide a more nuanced understanding. Overall, the results underscore the importance of fostering an organizational climate that addresses both the physical and psychosocial dimensions of OSH comprehensively.

**S191**

**Unintended Effects of Technological Change: A Case Study on Job Design, Employee Experience and Organizational Outcomes**

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KU Leuven, Brussels, Belgium

*Background:* A world without technology has become unimaginable – it has found its way into every aspect of our lives, including work. Digitalization and digitization have drastically transformed work processes across sectors (Cascio & Montealegre, 2016) and are expected to continue doing so in the future (Brougham & Haar, 2018). While organizations and managers eagerly adopt new digital systems with the expectation of improving work processes, employees often experience disruptions in the ways they perform their work as a consequence. While existing research has examined the future of jobs, focusing on job insecurity and job loss (Cascio & Montealegre, 2016), little attention has been paid to how new technologies reshape existing aspects of a job, such as daily tasks, responsibilities and relationships (i.e., job design, Parker et al., 2016). Understanding these changes is crucial, as they can have significant consequences for both employee well-being and overall performance (Bakker & Demerouti, 2024).

*Method:* In this qualitative case study, we examined how a newly implemented digital system for planning and reporting altered the job design of employees. We conducted ten in-depth interviews with employees, and an additional three in-depth interviews with managers. The interviews explored how the digitalization affected daily tasks, responsibilities, and work related relationships, as well as how these changes aligned or misaligned with managerial expectations and assumptions.

*Results:* Results reveal a clear misalignment between managerial expectations and employees' experiences of the technological changes. While managers aimed for efficiency and standardization of work processes, employees reported several (unintended) disruptions to their work. They described (1) increased inefficiencies in planning and inspection times, (2) loss of essential and contextual knowledge, (3) deteriorating client relationships due to reduced flexibility, and (4) frustration with technical limitations. These disruptions led to declined engagement, feelings of indifference, and pessimism about future improvements. Overall, the new digital systems altered job design in ways that undermined well-being, and may ultimately compromise the intended outcomes the technology was expected to enhance.

*Conclusion:* These findings highlight the importance of considering job-level implications when implementing digital technologies, as managerial intentions do not guarantee desired outcomes. By examining how technological changes reshape daily tasks, responsibilities, and relationships, this study provides insights that can help organizations better align implementation strategies with employee work design and well-being.

## **S192**

### **A Simulation Game to Strengthen Knowledge of Work and Organization Design: Development and Validation**

Lorenz Verelst<sup>1</sup>, Lander Vermeerbergen<sup>1</sup>, Patrick Vermeulen<sup>1</sup>, Sharon Parker<sup>2</sup>, Florian Klonek<sup>3</sup>  
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*Background:* How organizations and managers should allocate tasks and responsibilities across departments, teams, and individual employees remains a central question in management practice. Although well-established theories of work and organization design offer clear guidance, these insights rarely translate into day-to-day managerial practice. As a result, many current and future managers lack foundational knowledge about how to design decent work and organizational structures. This gap has tangible consequences: poorly designed work can leave employees feeling unmotivated, incompetent and unable to thrive at work. Strengthening knowledge about work and organization design principles among practitioners, therefore, represents a key step toward improving job quality more broadly. Education plays a critical role in this process. Traditional lectures may transmit conceptual knowledge, but they often fail to provide an embodied understanding of the consequences of different design choices. Drawing on experiential learning theory, we propose that simulation-based learning offers a powerful alternative. Simulation games replicate essential dynamics of organizational systems in a structured, interactive format, enabling participants to actively experience the tensions and trade-offs inherent in work and organization design. Accordingly, the aim of the present study is to increase the organization and work design knowledge of (future) managers by developing and evaluating a simulation game that allows participants to experience the consequences of decent and non-decent work design.

*Method:* Participants were bachelor students in business administration (N = 280) at a Dutch university enrolled in an introductory course on work and organization design. This population is particularly relevant, as many BBA graduates will assume roles that include organizational or

work design responsibilities. The simulation game recreates the production floor of a fictional organization and consists of two rounds of approximately thirty minutes each. In the first round, participants enact employees performing simple, fragmented jobs within a complex organization composed of multiple pseudo-teams. Each pseudo-team executes a single task, passing semi-finished products along the chain, thereby creating Tayloristic roles with minimal autonomy. In the second round, participants enact employees performing complex jobs within a simple organization composed of autonomous teams. Each team is responsible for producing an entire product, enabling enriched, varied, and more meaningful work. A pretest-posttest design was used to assess changes in participants' learning experiences and knowledge of organization and work design.

*Results:* Preliminary analyses indicate that the simulation significantly increased participants' cognitive and skill-based knowledge of work and organization design principles. Participants also reported high learning value and engagement.

*Conclusion:* These findings demonstrate that key concepts of work and organization design can be effectively taught through interactive, experiential methods. More broadly, the simulation contributes to ongoing efforts to prevent the (re)creation of Tayloristic jobs by equipping future managers with a practical understanding of how design choices shape work quality.

### **Symposium 43: Understanding Job Satisfaction and Occupational Well-being Across Diverse Work Settings**

Chairs: Nicola Cangialosi, Guillaume R. M. Déprez

Understanding job satisfaction across heterogeneous work settings is increasingly crucial for occupational health psychology, as psychological dynamics often vary substantially between professional groups, organizational cultures, and national contexts. This symposium brings together five empirical contributions examining job satisfaction and employee occupational well-being across distinct work environments, including geriatric healthcare, primary care, teaching, nursing, and general employment settings. Collectively, the contributions deepen our understanding of how workers interpret, experience, and regulate satisfaction and well-being in diverse environments, highlighting both shared patterns and context-specific dynamics.

The first presentation, by Cangialosi and colleagues, investigates self-identified needs as predictors of job satisfaction in a large geriatric health institution. Through the integration of job satisfaction scores and structured qualitative coding of open-ended responses, the study shows how employees' spontaneously articulated needs across psychological, social, and organizational domains relate to their satisfaction levels, illustrating the value of combining quantitative and qualitative indicators to capture salient aspects of the work experience. The second contribution, by Uusitalo, focuses on Finnish teachers and explores psychological capital, work engagement, and work exhaustion. Preliminary findings reveal high psychological resources and engagement paired with notable strain, shedding light on contemporary pressures in the educational sector and the role of positive psychological states in sustaining well-being. The third presentation, by Déprez and colleagues, analyses the impact of autonomy, innovative behaviour, and task interruption on nurses' job satisfaction and emotional exhaustion across three different countries. Results highlight both shared mechanisms and culturally differentiated patterns in how work design variables shape occupational well-being. Finally, De Beer and van der Vaart examine job satisfaction, meaning in life, and burnout while accounting for self-deceptive enhancement among Norwegian employees. Their findings clarify the associations between satisfaction, strain, and existential meaning by controlling for response bias.

Together, the contributions underscore the necessity of examining job satisfaction across different occupational settings to develop more comprehensive, transferable, and context-sensitive approaches to supporting employee job satisfaction and occupational well-being.

**S193**

### **Self-Identified Needs as Predictors of Job Satisfaction: A Multi-Domain Analysis in a Geriatric Health Setting**

Nicola Cangialosi<sup>1</sup>, Fabiana Riva<sup>2</sup>, Sonia Baruffi<sup>2</sup>, Antonella Delle Fave<sup>1</sup>

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Job satisfaction is a critical determinant of both individual and organizational outcomes, such as lower turnover intentions, reduced burnout, improved mental health, and enhanced performance and service quality (e.g., Saari & Judge, 2004). Extensive research demonstrates that job satisfaction is shaped by multiple interrelated factors, such as workload, leadership quality, autonomy, interpersonal relationships, and available resources (e.g., Alkhateeb et al., 2025). These predictors frequently surface in workers' spontaneous descriptions of unmet needs and priorities. Recent research shows that the content and salience of self-identified needs expressed by employees provide valuable cues to how workers interpret their environment and which issues they perceive as most pressing (e.g., Vaismoradi et al., 2013). Approaches integrating quantitative indicators with structured analyses of qualitative data may therefore yield a more comprehensive and context-sensitive understanding of staff satisfaction. In this study, job satisfaction scores were associated with frequency-based analyses of open-ended reflections to examine how the needs employees identify as most salient, across psychological, social, and organizational domains, relate to their overall levels of job satisfaction.

Data were collected through an anonymous online questionnaire administered to employees of a large Italian geriatric health institution. The survey included the Job Satisfaction of Health Professionals scale (JSHP; Steca et al., 2008) and one open-ended question prompting participants to list up to three aspects that could enhance their job satisfaction. The final sample comprised 225 employees (68.4% women; 29.8% men; 2.7% other gender identities). Professionally, the sample encompassed administrative staff (22.7%), rehabilitation professionals (18.2%), Health Care Assistants (17.8%), doctors (12.4%), nurses (12.0%), non-medical health professionals (12.0%), and other roles (8.4%). Organizational tenure ranged from less than 10 years (37.3%) to more than 30 years (29.3%). Open-ended text responses were categorized through a structured procedure combining inductive inspection with established work-related domains. ChatGPT was used as an assisted-coding tool to support semantic clustering and ensure consistency across categories. For each respondent, the frequency with which thematic categories were mentioned was quantified and examined in relation to job satisfaction scores using linear models.

Findings indicated that the frequency with which participants referenced specific self-identified needs showed general patterns of association with job satisfaction. The results underscore the value of integrating indicators with frequency-based analyses of qualitative answers to obtain a richer, context-sensitive understanding of job satisfaction. This integrative approach may support organizations in identifying salient employee needs across diverse dimensions and providing actionable insights for targeted interventions aimed at improving employee satisfaction.

**S194**

**Psychological Capital, Work Engagement, and Work Exhaustion in Finnish Teachers**

Lotta Uusitalo

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Psychological capital is defined as a positive psychological state of development characterized by four elements, hope, efficacy, resilience, and optimism. In the workplace, individual employees can build psychological capital to enhance their personal performance, and employers can build psychological capital to enhance organizational performance across teams and entire workforces (Luthans & Broad, 2022). Work engagement refers to a positive emotional or motivational state in which a person feels energetic, dedicated and immersed in their work. It describes experiencing work as meaningful and being enthusiastic and happy about your job (Hakanen, 2023). Work exhaustion measures feelings of insufficiency and frustration in work and finding low value in one's doing (Schaufeli, 2003). Building psychological capital and work engagement greatly improve the chances to thrive in one's job. Respectively, low work exhaustion predicts success and enjoyment in work. Teachers in Finland as in many other countries have become increasingly overloaded and their retention is a worrisome challenge. Looking for ways to prevent their burn-out and keep the high quality teachers in their jobs is a timely question.

In this study, 81 Finnish subject teachers (data collection will be continued in Spring 2026) enrolled in a university level positive psychology course were asked about their psychological capital, work engagement and work exhaustion in a self-reported measure. In addition, they were asked to rate how meaningful they found their work and how easy it was to use their strengths in work. Preliminary data shows high means for both psychological capital and work engagement, 4.56 (SD .56, scale 1–6) and 6.00 (SD .87, scale 1–7), respectively. Furthermore, their work exhaustion seemed rather low,  $M = 3.38$  (SD 1.08, scale 1-7). However, there was great variability in some issues. For example, "I have a constantly bad conscience for neglecting my close ones because of work" was a worry of many. Reaching the goals the teachers had set for themselves was also a common problem. In the current study, the bias in the sampling needs to be acknowledged as the informants voluntarily participated in a positive psychology-based course revealing their interest in their (job) well-being.

When the data collection is finished, the connection between the variables will be analyzed and mirrored against the background of the teachers' age and the teaching subject. Also, qualitative accounts will be collected on the teachers' daily joys and stressors to complement the quantitative data.

**S195**

**Role of Task Interruption on Nurses' Autonomy, Innovation, Job Satisfaction, and Emotional Exhaustion: a Cross-Cultural Study**

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*Background:* One of the primary targets of hospital change process concern nurse, who need to assume greater autonomy (Pierre, 2018), engage in more innovative practices (Pierre et al., 2024), and to deal with an increased number of interruptions to their caregiving responsibilities (Sorensen & Brahe, 2014). During these changes nurses are exposed to emotional exhaustion (González-Baltazar et al., 2015). Our research aims to explore the relationship between these variables and their effect on nurses in Italian, French, and Georgian context.

*Method:* Two cross-sectional samples of nurses (340 Italian and 334 French) were collected. The Georgian sample is currently being collected, with the aim of reaching 350 nurses by December (75% of whom have already been recruited). Invariance analyses, multigroup analyses and path analyses, using Mplus 8.11 software, assessed the relationship between the independent variables (i.e., autonomy at work) and the dependent variable (i.e., emotional exhaustion) through two mediating variables (i.e., innovative behaviour at work and job satisfaction). We tested the moderating role of perceived task interruption between job satisfaction and emotional exhaustion.

*Results:* Model fit indices were acceptable for both the Italian (RMSEA=.06, CFI=.92, TLI=.91, SRMR=.07) and French samples (RMSEA=.05, CFI=.92, TLI=.91, SRMR=.05). In both countries, autonomy showed a first positive indirect effect on exhaustion via innovative work behaviour, and a second negative indirect effect via job satisfaction. Only in the Italian sample did we observe an additional full negative indirect path from autonomy to exhaustion through innovative work behaviour and, subsequently, job satisfaction. When the moderator (i.e., task interruptions) was introduced, the first indirect effect disappeared in the Italian sample, and the magnitude of both the second and the full indirect paths on exhaustion was negatively altered. No significant moderation was found for the French sample; however, the full negative indirect path was replicated, and a direct positive association between task interruptions and exhaustion emerged.

*Conclusion:* Our study shows that autonomy shapes nurses' emotional exhaustion through innovative work behaviour and job satisfaction, with a stronger, fully mediated pathway in Italy than in France. Task interruptions weaken these beneficial indirect effects and, in Italy, cancel the innovation–exhaustion link, while directly increasing exhaustion in both countries. These findings underline the ambivalent role of innovation and call for cross-cultural, longitudinal research on healthy work design in healthcare.

## **S196**

### **How Job Satisfaction Impacts Meaning in Life and Burnout in the Context of Self-Deceptive Enhancement**

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*Background:* Job satisfaction is a core component of employee work-related well-being, linked to both burnout and meaning in life. However, self-deceptive enhancement, a form of response bias characterized by overly positive self-views, may obscure the extent to which employees experience authentic satisfaction and meaning. This study examined how job satisfaction relates to the three dimensions of meaning in life (coherence, significance, and purpose) burnout and while accounting for self-deceptive enhancement as an orthogonal marker variable.

*Method:* Data was collected from 185 employees in Norway. Structural equation modelling was conducted using Mplus on cross-sectional survey data. Job satisfaction and latent constructs burnout, and meaning in life (coherence, significance, purpose), with a self-deceptive enhancement marker variable specified as orthogonal to all substantive constructs was used in mediation model with job satisfaction as predictor, meaning variables as outcomes and burnout as a mediator. Bootstrap replications were used (10,000) with 95% confidence intervals.

*Results:* Model fit was acceptable,  $\chi^2(164) = 274.19$ ,  $p < .001$ ; RMSEA = .060 (90% CI [.048, .073]); CFI = .977; TLI = .971; SRMR = .049. The marker variable showed that the majority of

items were controlled for within it, indicating some effect of response bias. Job satisfaction was negatively associated with burnout ( $\beta = -.63, p < .001$ ), indicating that higher satisfaction is linked to lower burnout. Burnout, in turn, negatively predicted meaning in significance ( $\beta = -.38, p = .033$ ) but not coherence or purpose. Job satisfaction directly predicted greater purpose ( $\beta = .26, p = .034$ ) but had no significant direct effects on coherence or significance. Indirect effects suggested that job satisfaction influenced meaning in significance through reduced burnout (standardized indirect effect = .24 [.02, .55]).

*Conclusion:* The findings underscore that job satisfaction serves as a protective factor against burnout and supports the sense of purpose in life. The results highlight that meaning in significance may erode as burnout intensifies, even among individuals with self-enhancing tendencies. Accounting for self-deceptive enhancement helps clarify the authentic links between satisfaction, burnout, and meaning at work, emphasizing the importance of cultivating genuine job satisfaction in organizational contexts through the provision of resources that are conducive to it.

#### **Symposium 44: Novel Qualitative Methodological Approaches to Obtaining Participant Experience: Relational Participation, Participative Foresight, and the Sandbox**

Chair: Cristina Banks

This symposium presents three novel approaches to the future of work by collecting data from study participants in ways that enables the data to emerge on its own through an iterative or lightly facilitated free response format, producing rich and potentially new information from participants unconstrained by researcher direction, experimenter bias, and other forms of social desirability responding signalled by the structure of inquiry. Qualitative methods in general provide the opportunity for interaction between the researcher and participants to enable “deeper dives” into a topic of investigation, and study results have the advantage of understanding participant views and perceptions in their own words. Presenters in this symposium argue that combining qualitative methodology with a study format that enables facilitator- or direction-free inquiry yields important new data that would otherwise not be obtained through traditional methods. Such an approach can yield not only new data, but also new insights into the subject matter by allowing participants to talk in ways that best fit their experience.

Three novel qualitative methodologies are presented. Thomas will present a methodology called “relational participation” following a metaphor of birds building nests. She conducted a study of women’s reproductive health in which a series of iterative, intact small-group conversations built “knowledge nests” through on-going dialogue and co-creation over time to create a knowledge base of participant experiences, insights, and new perspectives. Larjovuori will present a methodology called “participative foresight” to co-create actionable strategies for the future of digitalized expert work. This approach combines elements of trend and weak signal analysis, future workshops, and road mapping methods by gathering natural, unfiltered insight of people in the field and refines their observations in a participative sensemaking process. This method produces results that help in navigating in a volatile and complex environment. Banks will present the Sandbox method, a two-hour virtual discussion session conducted among occupational peers during which participants are provided with very general questions to spark their exchange. The researchers do not direct or intervene; they record the discussion and capture in quotes what is said, de-identifying the speakers. The collection of quotes is compared across occupational groups to reveal similarities and differences in their lived experience, noting common themes and highlighting insights and new information previously unknown by the researchers from their discussions. The symposium will end with benefits and recommendations for further use of novel investigative approaches.

**S197**

**Relational Participation: Knowledge Nests for Worker-Led Futures**

Candice Thomas<sup>1</sup>, Hannah Floyd<sup>2</sup>

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*Background:* Occupational health research and practice are context dependent. Honouring this reality, we share an approach that is grounded in situated knowledge, elevating and empowering impacted workers through co-creation. Rather than extract and generalize from a distance, we relate and generate in person.

*Method:* In a series of iterative, intact small-group conversations - called Knowledge Nests - participants and researchers work collectively to generate knowledge for co-researcher-led action. Each Knowledge Nest cycle follows a familiar avian nesting metaphor. Gathering sticks begins with participants lending their experiences, insights, and embodied knowledge to collect a shared knowledge base. Building the nest unfolds in ongoing dialogue, weaving similarities and differences across narratives while connecting them to relevant scholarship with participants—forming a whole that remains respectful of its unique parts while broadening the perspectives of all. Laying eggs uses this structure to incubate ideas for locally relevant, co-researcher action that intentionally feeds knowledge generated back into the community.

*Results:* In this presentation, we share the Knowledge Nest approach and a case-study example within the context of working women’s reproductive health. We illustrate how collective sense-making can surface frictions obscured by quantitative-only methods, disseminate relevant knowledge more nimbly than a calcified science, support direct empowerment of co-researchers, and enable collective agentic action.

*Conclusion:* The Knowledge Nest approach offers a new way of accumulating knowledge in which the researcher collaborates with the target subjects in generating new ideas for future research which deepens our understanding of a key problem - in this case, women’s reproductive health.

**S198**

**Making Sense of the Future of Digitalized Expert Work: A Participative Foresight Approach**

Riitta-Liisa Larjovuori, Kirsi Heikkilä-Tammi, Salla Ahola

Tampere University, Tampere, Finland

*Background:* The future of knowledge-intensive expert work is shaped by rapid technological disruption as well as economic, political and environmental uncertainty. These dynamics create challenges for organizations and individuals alike. This presentation outlines a participatory, qualitative foresight process, which aims at creating actionable strategies for sustainable expert work of the future. The process engages ca. 50 experts and managers from ten Finnish companies participating in LUOVAMBI -research project (Business Finland, 2025-2028). We invite discussion on how utilizing qualitative, field-level insight and participatory sensemaking may support proactive organizational development.

*Method:* The presented process adapts the Work Futures Initiative -model of the University of California, Berkeley, Interdisciplinary Center for Healthy Workplaces, to Finnish working life and digitalized expert work. The approach mixes qualitative foresight methods: trend and weak signal analysis, future workshops, and road mapping, with a theoretical approach of sensemaking. The process is designed to capture the natural, unfiltered insight of the field-level

actors, and develop it towards actionable strategies by utilizing of participative sensemaking. The foresight process has four phases: (1) Current-state analysis: Literature review and initial interviews are used to map the current state and key trends in digitalized expert work. (2) Focus group interviews: 4-5 thematic groups of 5–7 experts from different functions (e.g., leadership, HR). In-depth discussions are initiated with the summary of the previous stage's findings and guided by only light facilitation. (3) Initial sensemaking: The research team and steering group process the raw data in order to “make sense” of it. We detect patterns, differences, and trends as well as discussing alternative interpretations. (4) Co-creative event: In the concluding event, company representatives, experts, key stakeholders and researchers discuss findings and co-create new insights and a strategic roadmap. The results are utilized in the project and disseminated widely to be used in developing future-ready workplaces.

*Results:* We present the implementation of the foresight process and its key results, with particular emphasis on the use of unfiltered qualitative data and participatory analysis process utilizing the theoretical approach of sensemaking. The process, its methodology and results are evaluated from practical and theoretical viewpoints.

*Conclusion:* We presume that collecting insights from field-level actors and analyzing them with a participatory sensemaking approach produces knowledge that helps to find pathways to more sustainable future working life. We aim to contribute to organizational psychology by demonstrating how participatory, anticipative approaches can be used to maintain the quality of working life during uncertain times.

## **S199**

### **The Sandbox Method: A Novel Qualitative and Interdisciplinary Approach to Gathering Unfiltered Information from Study Participants**

Cristina Banks

University of California, Berkeley, USA

*Background:* Two issues present in traditional research methods limit what can be learned from studies. First, inquiries pursued by researchers are often constrained by what they already understand and how they think study participants are likely to respond. While this is efficient, this approach forecloses opportunities to explore topics more broadly and minimizes what can be learned from the effort. At the extreme, this approach mimics the story of a person searching for lost keys at night, only looking under the streetlight. Second, when inquiry is limited to what is familiar and derived from well-known discipline-specific literature, this approach also constrains what can be learned because the inquiry strays very little from the centre of a deeply siloed discipline. Studies rarely reach beyond disciplinary borders. As such, researchers are blind regarding other literature that could be helpful in understanding a topic from a different perspective and thus create new lines of inquiry to advance science.

*Method:* A novel qualitative and interdisciplinary methodology was developed to gather new data regarding the lived experience of a wide spectrum of workers to capture the current state of work, worker experience, and workplaces. The ultimate aim of the study was to create a new vision and framework for the future of work by understanding to the extent possible the “whole picture” of how people are working and the forces of good and the counterforces that undermine the good in the national workforce, and once understood, steps can be taken to realign elements within the system (e.g., business operating models, work arrangements, compensation and benefits) to a future of work that promotes desired outcomes. The Sandbox method is a two-hour lightly facilitated virtual discussion among occupational peers who shared their thoughts about the current state of their occupation and their predictions of the future. The researchers only listened.

*Results:* Eighteen Sandboxes were conducted, transcribed, and captured in quotes for a total of 163 participants representing occupations including occupational health, HR, corporate real estate, unions, college student presidents, artists and actors, work psychologists, technologists, CEOs, and Investors. Quotes reviewed across Sandboxes yielded 12 themes across occupations, indicating shared as well as unique concerns and issues.

*Conclusion:* These unfiltered voices shared new information about their situations such as gig-based surgical teams that lack social cohesion, a slow-moving catastrophe called anti-microbial resistance, and digital twins replacing experienced professionals. This method is likely to bear new fruit for researchers.

## **Symposium 45: Knowledge Transfer and Exchange Approaches for Advancing Mental Health and Prevention in Occupational Health and Safety**

Chair: Ole Henning Sørensen

Knowledge transfer and exchange (KTE) refers to collaborative processes through which researchers and knowledge users make research accessible and usable in policy and practice. Effective translation requires engaging diverse audiences such as policy makers, practitioners, employers, and workers. This symposium presents five projects that have applied KTE approaches. Following a brief introduction to KTE, contributors will present their experiences, followed by an interactive plenary discussion.

First, Nobrega presents insights from a research translation effort in the United States to develop, evaluate, disseminate, and iterate a participatory work environment intervention in collaboration with industry stakeholders. KTE was used to refine the program protocols, tools and training to ensure successful implementation and sustainability. This contribution highlights the role of stakeholder-informed customization as a practical KTE strategy. Second, Loeb demonstrates how researcher-facilitated co-creation workshops enabled diverse organizational stakeholders to develop a shared program logic for two interventions aiming to reduce sickness absence. The presentation provides concrete examples of how participatory KTE processes can enhance the design and evaluation of complex organizational interventions. Third, Sørensen demonstrates how a research project has involved a wide range of stakeholders in three co-creation workshops to develop a new approach to design and analyze physical and mental aspects of work processes. This contribution highlights how a KTE-approach to co-creation may facilitate the creation of evidence-based frameworks. Fourth, Van Eerd presents on an integrated KTE approach involving first responder stakeholder engagement in a project examining workplace programs to prevent work disability resulting from post-traumatic stress injuries (PTSI). A stakeholder advisory committee contributed to study recruitment, interview question development, as well as the communication of findings. They now help to disseminate the findings. This contribution demonstrates how an integrated KTE approach strengthens the research process and implementation. Finally, Pilmark presents a scoping review on cooperative occupational safety and health (OSH) regulatory interventions, which is currently being prepared. The scoping review aims to map the existing research-based knowledge on regulatory interventions in which OSH authorities and inspectors seek to strengthen companies' OSH efforts through cooperation and knowledge transfer.

The contributions illustrate the breadth of KTE approaches that can facilitate the effective translation of research into policy and practice.

**S200**

**A Research-to-Practice Journey to Introduce a Participatory Safety and Health Program in US Organizations**

Suzanne Nobrega

University of Massachusetts Lowell, Lowell, USA

*Background:* Workforce stress and burnout are major concerns for US employers. However, well-being interventions are often delivered top-down and fail to address conditions of work, thus missing the mark. Participatory interventions can offer meaningful opportunities to give voice to workers' concerns, foster a sense of job control, and utilize workers' knowledge of the work process to drive effective preventive strategies. An important obstacle for many organizations is the lack of experience and skills required to adopt such an approach. We developed a comprehensive toolkit to help employers build capacity to 1) create structures that facilitate labour management dialogue and collaboration to solve safety, health and well-being concerns, and 2) follow a participatory protocol for developing interventions customized to the local work environment. This paper summarizes the knowledge transfer and exchange (KTE) methods we used iteratively over more than 10 years to create, implement, evaluate, and disseminate a Healthy Workplace Participatory Program (HWPP) toolkit.

*Method:* Development and dissemination of the HWPP followed a 4-stage research translation framework of Schulte et al. (2017). Stage 1 (Development) involved participatory action research with employer partners to develop tools and instruments to support participatory structures and protocols. We collected feedback in real time on feasibility, acceptability, and barriers to iteratively improve the materials and identify training needs. Stage 2 (Testing) involved delivering an online program toolkit and virtual training to professionals. We assessed perceptions of factors associated with program adoption and followed early adopters' implementation experience, collecting feedback on training needs and challenge points. These data guided materials upgrades and expansions. In Stage 3 (Institutionalization) we used the upgraded materials in two new multi-year research trials to assess facilitators and barriers for implementation and maintenance, adaptations, and methods for scale up and sustainability. In Stage 4 (Impact Evaluation) we attempted to evaluate health and organizational outcomes in the same multi-year studies.

*Results:* Each phase of research offered valuable insights into the practical needs of stakeholder as they adopted a participatory approach for safety and well-being. Some key findings were: 1) Stakeholders at all levels valued the knowledge generated, the creative solutions, upskilling, and relational benefits of the worker design teams. 2) Participatory team facilitation training was critical for team performance; effective communication training was important for positive labour-management interactions. 3) Although the program focused on elevating worker voice, early and frequent leader involvement was required for workplace changes to occur; we expanded the toolkit to support leaders' roles. 4) Flexibility and adaptability when implementing the participatory team structures and design process promoted sustainability.

*Conclusion:* Implementing a participatory safety and well-being program requires specific competencies and processes that may not be in place in enterprises operating with traditional top-down management styles. Many of our sites experienced the HWPP as changing culture. The "exchange" part of KTE was indispensable for informing development of training and tools to build capacity. The products of this research may be especially useful for consultants or other embedded professionals who can guide implementation over time.

S201

## Researcher-Facilitated Co-Creation: Developing Program Logic for Complex Organizational Interventions

Carina Loeb<sup>1</sup>, Ulrica von Thiele Schwarz<sup>1</sup>, Sebastian Heikkilä<sup>1</sup>, Marta Roczniowska<sup>2</sup>, Ole Henning Sørensen<sup>3</sup>

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*Background:* Organizational interventions to reduce sickness absence require coordinated actions across multiple actor groups, yet such interventions often fail due to fragmented understanding, unclear responsibilities, and insufficient readiness for change. In line with the conference theme on “Mental health at work: From research to policy and practice”, this study explores Knowledge Transfer and Exchange (KTE) as a mechanism to strengthen the implementability of complex, multilevel interventions. KTE approaches foster shared mental models, engagement, and cross-level alignment between stakeholders. Specifically, this study examines how researcher-facilitated co-creation workshops supported the development of program logic models for two structural organizational changes in a Swedish municipality—reducing managerial control span and increasing basic staffing—with the dual aim of enhancing implementability and informing evaluation of the broader change process.

*Method:* Researchers facilitated three structured three-hour workshops with 61 organizational stakeholders, including frontline employees, line and senior managers, support functions (HR, finance, development), union representatives, and politicians. Each workshop was designed around principles of diversity, independence, decentralization, psychological safety, and guided reflection to ensure open exchange between hierarchical levels. Participants collaboratively identified expected outcomes, mapped their temporal sequencing, and generated role-specific activities required to achieve them. These contributions were visualized in program logic models and iteratively refined with municipal partners after the workshops.

*Results:* The co-creative process strengthened participants’ shared understanding of how organizational and leadership-level changes were expected to take effect, highlighting the multilevel and interdependent nature of the intervention. Across workshops, stakeholders broadened their mental models of effective sickness absence interventions, expressing increased belief in the feasibility and value of organizational- and leadership-level measures. Participants also demonstrated greater clarity regarding their own and others’ responsibilities, reducing diffusion of responsibility and enhancing collective ownership of the change process. The process itself functioned as an intensive KTE intervention, fostering mutual learning between researchers and practitioners and creating a shared framework for both implementation and evaluation.

*Conclusion:* Researcher-facilitated co-creation workshops represent a powerful KTE mechanism for enhancing the implementability of complex organizational interventions. By integrating diverse stakeholder perspectives and making causal assumptions explicit, program logic co-creation improves shared understanding, strengthens collective commitment, and supports more realistic expectations for organizational change. In this presentation lessons learned will be discussed for using participatory KTE processes as a bridge between research, practice, and policy in workplace mental health and sickness absence prevention.

S202

**Co-Creating the Harmony Approach with Practitioners: A Combination-Ergonomics Framework for Occupational Health Psychology**

Ole Henning Sørensen, Fredrik Klæboe Lohne, Nidhi Gupta

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*Background:* Traditional occupational health research has tended to analyze physical and psychosocial work exposures separately, often assuming that each factor contributes independently to workers' mental or physical strain. However, contemporary evidence shows that workers experience simultaneous and dynamically shifting combinations of physical demands, organizational conditions, and psychosocial factors across the workday, shaping both mental health and musculoskeletal outcomes in ways that single-exposure models cannot fully capture. Existing ergonomic analytical approaches therefore fall short in explaining how combinations of exposures influence fatigue, pain, well-being, and sickness absence. To support more effective prevention, there is a growing need for frameworks that integrate ergonomic, psychosocial, and organizational dimensions while remaining relevant and usable for workplaces. This paper presents the development of the 'Harmony Approach', a new combination-ergonomics framework created through a participatory process designed to strengthen knowledge exchange between researchers, practitioners, and policy actors.

*Method:* We used an iterative, co-creative research design rooted in knowledge-to-action and knowledge-exchange principles. The process comprised three workshops involving researchers, workplace practitioners, and social partners, supplemented by focus-group interviews with the national work environment authority and workplace observations in cleaning and industrial settings. Across activities, stakeholders collaboratively reviewed and reshaped a preliminary conceptual and construct model. Workshops used structured facilitation and visual materials to promote shared understanding, critical reflection, and interdisciplinary dialogue. All sessions were recorded, transcribed, and thematically coded to identify ergonomic, psychosocial, organizational, and implementation-related considerations central to refining the framework.

*Results:* The participatory process generated several key insights that substantially reshaped the analytic approach. Stakeholders emphasized: (1) the need to integrate psychosocial and organizational factors directly into the construct model alongside physical exposures; (2) the importance of representing work tasks as the core analytical unit linking combined exposures to workers' lived experience; (3) a clearer representation of time and temporal variation in exposures; and (4) the need for practical usability, political acceptability, and alignment with everyday prevention work. The engagement of diverse actors highlighted how combining scientific rigour with contextual workplace knowledge enhances both the explanatory power and the real-world relevance of the approach.

*Conclusion:* The Harmony Approach illustrates how participatory and transdisciplinary methods can advance occupational health psychology by producing analytical tools that bridge research, practice, and policy. By integrating combined physical and psychosocial exposures at task level and emphasising practical applicability, the approach supports more nuanced understanding of how work shapes mental and physical health—and offers a pathway towards more impactful prevention strategies.

S203

## Knowledge Transfer in a Regulatory Context: A Scoping Review of Cooperative OSH Regulatory Interventions

Anders Pilmark

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*Background:* Transformations in the landscape of OHS challenges facing contemporary organizations – e.g. the increasing prevalence of and attention to psychosocial problems (Leka & Jain, 2024; ILO, forthcoming) – are encouraging OHS authorities to develop new approaches and instruments better suited to these issues (Walters *et al.*, 2021; Ståhl *et al.*, 2025). Previous research on the promotion, monitoring and enforcement of OHS legislation has predominantly addressed traditional labour inspections and their effectiveness (Tomba *et al.*, 2016; Bondebjerg *et al.*, 2023). There is also research addressing new forms of initiatives and tools, such as information and guidance activities (Garshol *et al.*, 2025; Rudolf *et al.*, 2025), although this research is sparse and varies considerably in its methodological and theoretical approaches. Thus, the aim of this article is to develop a theoretical framework for understanding and analyzing how initiatives adopting a more cooperative approach – based on knowledge transfer, cooperation and/or similar instruments – function.

*Method:* The starting point for this article is the conduct of a scoping study (Arksey & O'Malley, 2005) aimed at identifying: 1) existing research on cooperative approaches to the promotion, monitoring and enforcement of OHS legislation by OHS authorities; 2) the methodologies used in this research; and 3) the main theoretical and practical findings and insights produced.

*Results:* Building on the results of this scoping study, the article draws on insights from regulation theory (Braithwaite *et al.*, 2007; Parker & Nielsen, 2012), Scandinavian institutionalism (Czarniawska, 2008; Boxenbaum & Nielsen, 2009), and translation theory (Wæraas & Nielsen, 2016; Røvik, 2016, 2023) to develop a theoretical framework for analyzing how OHS knowledge is disseminated and transferred through translation acts (Svendsen, 2025) in cooperative forms of OHS promotion, monitoring, and enforcement.

*Conclusion:* The article develops, based on a scoping study of cooperative regulatory interventions as well as institutional theory, a theoretical framework for understanding and analyzing downstream OHS knowledge translation in cooperative regulatory interventions.

### Symposium 46: Well-being in Academia: From Resources and Risks to Realization!

Chairs: Anna S. Tanimoto

Discussant: Petra Lindfors

Recently, the well-being of those working in academia has become an increasing concern. PhD students, early career researchers, even tenured faculty face increasing demands, often without adequate resources. Studies illustrate the implications of these conditions for the academic's personal and professional life including impaired physical and mental health, work-life conflict, and poorer performance. As higher education institutions serve a key function in society - to educate and innovate - clearly the current conditions in academia require our attention.

In this symposium, we explore various resources and risks for well-being in academia. Through reflection and discussion, we also realize a practical application, using a recently designed tool to share ideas and strategies for academic well-being. The first contribution (Vilser) investigates effort-reward imbalance (ERI) as a risk factor for emotional exhaustion and work-life imbalance among PhD students and postdocs. Taking psychological detachment and

boundary management tactics into consideration, they find that ERI is associated with emotional exhaustion and imbalance, and that psychological detachment may help explain the relationship between ERI and work-life imbalance. Boundary management tactics do not appear important for psychological detachment. The second contribution (Tanimoto) addresses psychological capital as an individual resource and its relevance for career-related perceptions among faculty. An emphasis on context, specifically academic discipline, reveals variations in faculty experiences of psychological capital and career-related perceptions, yet higher psychological capital is consistently associated with higher career satisfaction across fields. The third contribution (Richter) examines the role of destructive leadership in the relationship between job insecurity, turnover intention, performance, and depressive symptoms among academics. While leadership is often regarded as a resource, their findings indicate that destructive leadership operates as a risk factor, exacerbating the effects of job insecurity on turnover intention and health. The final contribution in our symposium (Solms), showcases a practical application, the PhD Coach Kit, which is utilized to promote reflection and discussion around well-being in academia. To realize our shared goal to strive for well-being in academia, Solms leads us in a short, interactive session, using the tool to stimulate conversation around strategies for navigating academia and bolstering well-being.

## **S204**

### **Work Stress and Well-Being in Academia: Examining the Moderating Effect of Boundary Management in Early Career Academics**

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*Background:* Early career researchers in Germany often face adverse working conditions, including high workload, time pressure, fixed-term contracts, and a lack of recognition from their supervisors/superiors. Thus, they may experience a subjective imbalance between high effort and low reward. The present study explores the relationship between effort-reward imbalance (ERI) and early career researchers' well-being (i.e., emotional exhaustion and work-nonwork balance) by integrating the ERI model into the Stressor-Detachment Model. Furthermore, the use of boundary management tactics as a problem-focused coping strategy was examined.

*Method:* An online survey was conducted with 320 early career researchers (62.19% female, 35.94% male) affiliated with German universities and research institutes. The sample comprised 221 doctoral students and 99 postdocs, with participants' age ranging from 23 to 58 years. To capture potential changes, a follow-up measurement was administered six weeks after the initial survey. The collected data were analyzed using SPSS (version 29). Mediation and moderated mediation effects were examined employing models 4 and 7 of the PROCESS macro.

*Results:* The results show that ERI (high effort/low reward) was positively associated with emotional exhaustion and negatively associated with work-nonwork balance. The mediating role of psychological detachment was only observed for work-nonwork balance as an outcome, while no mediating effect was found for emotional exhaustion. Contrary to the assumptions, the use of boundary management tactics did not moderate the relationship between ERI and psychological detachment and, thus, did not function as a coping strategy. Surprisingly, doctoral students and postdocs reported similar levels of emotional exhaustion and work-nonwork balance.

*Conclusion:* The subjectively perceived imbalance between high effort and low reward can be considered a risk factor for early career researchers' well-being, specifically for their emotional exhaustion and work-nonwork balance. Supervisors can help mitigate this by recognizing the efforts of early-career researchers, providing structured career guidance and mentorship, and modelling healthy boundaries between work and private life.

## **S205**

### **Does Academic Discipline Connote Variation in Psychological Capital and Career-related Perceptions Among Faculty in Sweden?**

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*Background:* Mental health in academia is an increasing concern with implications for education, research and society at large. Psychological capital, an individual's positive psychological state, is regarded as an important individual resource, especially in the context of higher education where academics regularly face challenges, setbacks and disappointments. As an individual resource, psychological capital has been beneficially associated with faculty performance as well as career-related perceptions such as job insecurity, employability, and career satisfaction, all of which have implications for the well-being of faculty. However, much of the current research on psychological capital does not acknowledge the significance of context in shaping (differential) experiences such capital. One could argue that contextual qualities and characteristics of academia may play into faculty experiences of psychological capital as well as career-related perceptions. Within academia, academic discipline may constitute a context in and of itself: field-specific norms and practices, and career opportunities may vary, potentially evoking differential work and career-related perceptions among faculty. Differences in funding opportunities, or proximity to industry or other job opportunities outside academia may shape differential perceptions. Considering the importance of sustainability in working life in the current sociopolitical landscape, there is value in better understanding whether disciplinary environments shape faculty's psychological capital and subsequent associations, with implications for faculty well-being. This study aims to probe differential experiences of psychological capital and key career-related perceptions by examining the role of academic discipline.

*Method:* Using questionnaire data from a representative sample of faculty working in Swedish public higher education collected in 2021 and 2023, multi group, longitudinal path analysis is employed to estimate the relationship between psychological capital (at T1) and career-related perceptions (at T2), grouping by academic discipline. The longitudinal sample consists of 1285 faculty (47 percent women) from four fields: 1) natural sciences (n = 330), 2) medical and health sciences (n = 311), 3) social sciences (n = 446), and 4) arts and humanities (n = 198).

*Results:* Preliminary analyses reveal that psychological capital at T1 statistically predicted career-related outcomes including job insecurity, employability and career satisfaction two years later, but with some exceptions. Across all disciplines, psychological capital was consistently associated with career satisfaction at T2, but results were more inconsistent for job insecurity and employability, especially within the medical and health sciences.

*Conclusion:* Psychological capital seems to be an important psychological resource: it was associated with lower job insecurity, higher employability, and most consistently with higher career satisfaction among faculty. However, as field-specific norms and practices may play into differential experiences, this study takes initial steps to identify where extra efforts can be made to enhance the psychological resources of faculty and support sustainability in working life in academia.

## S206

### **When Leadership Hurts: The Moderating Role of Destructive Leadership on Job Insecurity and its Outcomes in Swedish Academia**

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*Background:* In higher education, concerns about employment uncertainty and deteriorating working conditions have become increasingly prominent. Quantitative and qualitative job insecurity are particularly relevant for academic employees as they threaten both employment continuity and core job characteristics such as autonomy and research opportunities, ultimately undermining well-being and performance. While leadership can serve as an important organizational resource that supports employees, leaders may also engage in behaviours that harm staff. The “dark side” of leadership has gained growing research attention, acknowledging the prevalence of destructive leader behaviours and their detrimental effects. This study examines active and passive forms of destructive leadership as moderators in the relationship between quantitative and qualitative job insecurity and key outcomes related to organizational attitudes, performance, and health. Findings aim to provide critical insights into the academic work environment, informing higher education institutions on strategies to ensure staff well-being, high-quality teaching and research.

*Method:* Questionnaire data were collected from a representative sample of academic staff holding doctoral degrees across Swedish higher education institutions at two time points (2021 and 2023), including 2,695 participants. Potential outcomes examined were turnover intention (T1), depressive symptoms (T1 and T2), and in-role and extra-role performance (T1). Gender, age, and institutional location were included as control variables. Moderation effects were tested using Hayes’ PROCESS macro (Model 1), with separate regressions for each outcome and moderator.

*Results:* Extra-role performance was not affected by job insecurity or destructive leadership, and in-role performance was negatively associated only with job insecurity. Moderation effects of destructive leadership were observed primarily for turnover intention: active and passive destructive leadership significantly amplified the negative impact of both quantitative and qualitative job insecurity on turnover intention. Under conditions of high destructive leadership, the adverse effect of job insecurity was stronger, whereas these relationships were attenuated when destructive leadership was low. Similar effects were found for qualitative job insecurity on depressive symptoms (T1) when active destructive leadership was considered. Effect sizes for all moderation effects were small.

*Conclusion:* These findings underscore the critical role of destructive leadership in shaping how job insecurity translates into turnover intention, which is an important organizational outcome. Limited effects on in-role and extra-role performance warrant further investigation to understand underlying mechanisms.

## S207

### **The PhD Coach Kit: A (Self-) Coaching Tool for Addressing Well-Being in Academia**

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*Background:* Although academia was once considered a relatively low-stress environment (Willie & Stecklein, 1982), growing evidence paints a different picture (e.g., Kinman & Wray, 2014). Academics today report high levels of work pressure and (Sneijder, 2024), and PhD

students are particularly affected: they are up to six times more likely to experience mental health problems such as depression or anxiety than the general population (Evans et al., 2018). To address the increasing ill-being among academics, and PhD students in particular, accessible and effective interventions are urgently needed. While few structured intervention programs exist (e.g., Solms et al., 2024), they do not always offer the tailored support that PhD students require. Coaching—typically a one-on-one, solution-focused, and goal-oriented intervention (Grant, 2003)—is effective for improving well-being, but often unattainable due to its high costs. Self-coaching tools offer a more accessible alternative. Here, we introduce such a tool: the PhD Coach Kit, a self-coaching tool consisting of 80 reflective questions covering 10 key topics relevant to PhD students' well-being. In this session, we will work with the PhD Coach Kit to involve the audience in an interactive discussion about well-being in academia and potential strategies for enhancing it.

*Method:* The tool was developed through a three-stage iterative co-creation process: (1) exploring PhD students' experiences and support needs, (2) developing a prototype addressing those needs, and (3) testing and refining the prototype, resulting in the current toolkit. In each phase, relevant stakeholders including PhD students, professional coaches, and PhD mentors were actively involved to ensure that the tool fit the target group's needs.

*Results:* Although the tool has not yet been evaluated in a controlled study, our use in practice suggests that it is a useful resource for strengthening PhD students' well-being. When used in group settings, the tool appears particularly effective in stimulating meaningful discussions about the challenges of academic life. Through reflection and dialogue, PhD students often realize that their struggles are shared, which can reduce feelings of isolation. Moreover, exchanging strategies helps PhD students identify concrete actions they can apply in their own work context.

*Conclusion:* The PhD Coach Kit shows promise as an accessible and engaging tool for promoting PhD students' well-being. It supports reflection, normalizes common challenges, and fosters peer learning.

### **Symposium 47: Advancing Workplace Bullying Research: New Theoretical, Empirical, and Methodological Perspectives**

Chairs: Philipp Sischka, Elfi Baillien

Workplace bullying remains one of the most detrimental psychosocial stressors in modern organizations, leading to profound consequences for employee health, performance, and organizational functioning. Despite decades of research, key theoretical, methodological, and contextual gaps persist in understanding how aggressive behaviours emerge, escalate, and can be effectively mitigated. This symposium brings together six complementary contributions that advance the field by offering new conceptual models, methodological insights, and large-scale empirical evidence.

In the first contribution, Niven and colleagues introduce a tipping point theory of workplace bullying, explaining how bullying processes may accelerate once a threshold of resource depletion is crossed. Integrating Conservation of Resources theory with the concept of non-linear escalation, this model elucidates why bullying trajectories can shift abruptly from manageable tension to severe victimization. In the second contribution, Vranjes presents the Mistreatment Coping and Resource (MICAR) framework, outlining how targets employ resource-gaining, resource-building, and resource-protecting strategies to confront, prevent, or adapt to sustained mistreatment. In the third contribution, Sischka and colleagues offer the first systematic review of diary studies on workplace aggression, summarizing evidence on both

what topics and how workplace aggression has been studied using this method. In the fourth contribution, Trivedi and colleagues investigate person-group fit as a predictor of bullying across three longitudinal waves, showing that low fit increases both exposure to and enactment of bullying through psychological strain and interpersonal conflict. In the fifth contribution, Knor and colleagues use nationally representative Czech survey data to explore demographic correlates of workplace bullying, showing that while bullying affects all groups, income and age act as protective factors in specific combinations. Finally, in the sixth contribution, Löbner and colleagues present evidence from a representative German sample, linking bullying prevalence to psychosocial risk factors and mental health outcomes, and proposing evidence-based prevention strategies.

Together, this symposium provides an integrative and multi-level understanding of workplace bullying - ranging from individual perception and coping to group processes and societal prevalence - offering new directions for theory, research design, and organizational prevention.

## S208

### **When Does Workplace Bullying Become Bullying? A Tipping Point Theory**

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Bullying at work means harassing, offending, or socially excluding someone, repeatedly and regularly and over a period of time, as part of an escalating process. The negative social acts a person is exposed to typically increase in frequency and severity, becoming more direct as the process unfolds. Likewise, the consequences of bullying tend to escalate, from relatively mild in the early stages to more damaging, including symptoms of post-traumatic stress and ill-health. Yet, the temporal nature of these changes has not been well articulated. Most accounts imply non-linearity, suggesting that the rate of escalation (e.g., in negative behaviour frequency, change in victim outcomes) may not be constant throughout the bullying process. We build on this notion by introducing the idea of a 'tipping point': a concept borrowed from climate change research, denoting the point in a process where, beyond a threshold, small initial changes trigger a self-reinforcing and difficult-to-reverse transition to a qualitatively different state.

We argue that the tipping point into the state of workplace bullying is reached when a target enters a resource loss spiral, which Conservation of Resources theory explains occurs when a person's resources are depleted to a level that heightens vulnerability to resource loss and limits the capacity for resource investment. At this point, a perceptual shift occurs: the individual feels unable to defend themselves, prompting an identity shift from non-victim to victim. Prior to this tipping point, changes in target outcomes may be incremental, but once crossed, they accelerate sharply as coping resources collapse. Similarly, while negative social behaviours may accrue at a relatively steady rate before the tipping point, afterwards how the victim appraises the behaviours to which they are exposed changes, becoming more likely to infer nefarious intentions. The change in the victim's behaviour, towards conserving remaining resources (e.g., by withdrawing), may in turn provoke escalation in the negative social behaviours levelled towards them, as perpetrators become emboldened to aggress more directly.

Applying the lens of the tipping point, in conjunction with the resource loss spiral, sheds light on why individuals differ in how much negative behaviour it takes before they self-identify as a victim of workplace bullying. People possess different baseline levels of resources, stemming from their personal characteristics and social contexts, which influences how much depletion they can tolerate before reaching a critical threshold. This perspective also highlights why

primary and secondary interventions and contextual moderators may exert influence only in the early stages of bullying: once a tipping point is reached, the trajectory becomes difficult to reverse. Finally, it raises the question whether most studies of workplace bullying, typically applying linear analyses and reporting very low mean exposure levels, are really capturing bullying or merely studying early exposure.

**S209**

### **Disrupting Sustained Workplace Mistreatment: A Theoretical Framework of Target Coping strategies and Outcomes**

Ivana Vranjes

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*Background:* Workplace mistreatment—encompassing bullying, harassment, and exclusion—is a pervasive occupational health problem with profound human and economic costs. Although decades of research have illuminated its antecedents and consequences, theory has paid limited attention to what targets themselves can do to halt or reverse ongoing mistreatment. This paper develops the Mistreatment Coping and Resource (MICAR) Framework, that explains how and when targets' coping responses succeed or fail in disrupting sustained mistreatment. The framework results from a rigorous synthesis of three previously disconnected literatures—coping with stress, conflict management, and coping with mistreatment—revealing conceptual patterns and blind spots that have remained obscured across disciplines. In doing so, this work advances occupational health psychology and contributes to the broader coping literature by addressing key shortcomings: the lack of a shared nomenclature, the conflation of behavioural and emotional-cognitive coping, and the neglect of conditional and temporal dimensions of coping effectiveness.

*Method:* A systematic review was conducted across four major databases (PsycINFO, Web of Science, PubMed, and Business Source Ultimate) to identify theoretical models and frameworks addressing coping with stress, conflict, and mistreatment at work. This process yielded 39 distinct coping models and typologies, which were analyzed to uncover shared structures, functional similarities, and inconsistencies in terminology and scope. Through an integrative process, these models were reinterpreted within the motivational logic of Conservation of Resources (COR) Theory, which views coping as a resource-based process of gaining, building, and protecting valued resources.

*Results:* The MICAR framework distinguishes between behavioural coping and emotional-cognitive coping. Behavioural strategies are organized into three families aligned with COR's motivational logic: resource-gaining (addressing, accommodating, retaliating, advocacy seeking), resource-building (enhancing personal, social, or instrumental value), and resource-protecting (avoidance, withdrawal, substance use, exit). Emotional-cognitive strategies are conceptualized as drivers (externalizing, rechannelling, internalizing) or enablers (deliberating, regulating, monitoring) that determine the direction, quality, and timing of behavioural coping. Furthermore, I propose that coping effectiveness depends on two forms of fit: contextual coping fit (i.e., the alignment between a strategy, available personal, social, and organizational resources and the type of mistreatment) and coping alignment (i.e., how coping strategies are sequenced and combined over time). The MICAR framework also highlights that some coping strategies may generate immediate effects, whereas others operate more gradually and shape mistreatment dynamics over time.

*Conclusion:* The MICAR framework makes four primary contributions. First, it consolidates 39 theories and models across three domains into a unified, theoretically coherent taxonomy of mistreatment coping. Second, it clarifies the distinction between behavioural and emotional-

cognitive coping, a long-standing gap in coping theory. Third, it specifies the conditional nature of coping effectiveness, explaining why no strategy is universally adaptive. Fourth, it introduces a temporal perspective, illuminating how coping outcomes unfold and evolve. Collectively, the framework repositions targets of mistreatment as agentic actors and advances coping research toward greater conceptual precision and practical relevance. By offering a resource-based, integrative model, MICAR provides a foundation for interventions that strengthen personal, social, and organizational resources to foster more effective and sustainable responses to workplace mistreatment.

## S210

### **A Systematic Review of Workplace Aggression Diary Studies**

Philipp Sischka<sup>1</sup>, Hannah Streubert<sup>2</sup>, Karen Niven<sup>3</sup>, Sarah-Geneviève Trépanier<sup>4</sup>

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*Background:* Workplace aggression is among the most harmful work-related stressors, with its negative effects on numerous outcome variables well documented through a large number of systematic reviews and meta-analyses (e.g., Bedi, 2021; Boudrias et al., 2021; Verkuil et al., 2015; Zhong et al., 2024). While most primary studies still use cross-sectional designs, the number of studies employing more elaborate research designs—such as diary studies—has increased substantially in recent years. Diary studies offer several advantages (Beal., 2015), particularly the ability to observe the development of workplace aggression over short periods of time and to establish clearer distinctions between cause and effect. However, existing diary studies differ considerably in several methodological aspects (e.g., sample size, number of measurement points) as well as substantive aspects (e.g., aggression construct investigated, perspective studied, source of aggression, etc.). To date, however, there has been no systematic review synthesizing this growing body of diary research, leaving an important gap in understanding what topics and how workplace aggression has been studied using this method and where future methodological improvements are needed.

*Method:* The present study conducts a systematic review of diary studies on workplace aggression, following PRISMA guidelines. A search in three databases (Web of Science, Scopus, Ovid) yielded 3,321 potentially relevant studies. After title/abstract and full-text screening, 167 studies from 162 articles were included in the review.

*Results:* The reviewed studies consistently demonstrate the short-term detrimental effects of workplace aggression, such as increased negative affect, reduced well-being, and impaired performance. Results further indicate that incivility is the most frequently studied construct, followed by abusive supervision, mistreatment, bullying, and deviance. Workplace aggression is most often examined from the target's perspective, with client/customer aggression being the most commonly investigated source, followed by supervisor aggression. Face-to-face settings dominate over digital contexts. Methodologically, typical diary studies in this field include slightly more than 100 participants, collect data multiple times per day across 10–15 waves, and use interval-contingent sampling. Only a small fraction of studies made their data or analysis syntax publicly available, and not a single study was pre-registered.

*Conclusion:* The review highlights areas that have been rarely studied using diary methods, such as the perpetrator and bystander perspectives or online aggression. In terms of open science practices, there remains significant potential for improvement.

**S211**

**Being the Odd One Out: A Three-Wave Study of the Relationship Between Person-Group Fit and Workplace Bullying, Mediated by Strain and Conflict**

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*Background:* Existing research on workplace bullying (WPB) has primarily focused on its individual or demographic antecedents; however, this has resulted in an incomplete understanding of the subject, as WPB is a social and group-based phenomenon. To address this gap, the present study examines Person-Group (PG) Fit, which refers to employees' perceived compatibility with their work group's values, norms, and characteristics, as a relevant antecedent of workplace bullying. Grounded in Social Identity Theory (SIT), we argue that low PG-fit indicates social misalignment within the group. This situation undermines employees' sense of belonging and threatens their social identity. Consequently, perceived misfit may intensify susceptibility to exclusion and hostility for targets while simultaneously provoking defensive or retaliatory responses in instigators intended to re-establish self-worth. Extending this reasoning, we propose that psychological strain and interpersonal conflict operate as mediating processes through which low PG-fit translates into bullying, thereby linking identity-based and stressor-strain mechanisms.

*Method:* To study this relationship, a three-wave longitudinal design was employed. Data was collected from employees in fourteen Belgian organizations across multiple sectors over a period of one year, with six-month intervals between waves. Data were analyzed using Mplus 8.0, employing confirmatory factor analyses and longitudinal mediation models.

*Results:* The Results of the study showed that low PG-fit predicted both exposure to and enactment of workplace bullying over time. Psychological strain and interpersonal conflict mediated these associations, with conflict emerging as the stronger, relational pathway of workplace bullying. Together, these findings illustrate how perceived misfit within the group undermines inclusion and escalates into hostile interactions.

*Conclusion:* By integrating social identity and stressor-strain perspectives, this study advances understanding of Person-Group (PG) Fit as an important antecedent of workplace bullying. The findings emphasise the importance of cultivating inclusive, cohesive work groups that prevent the emergence of strain, conflict, and subsequent bullying behaviours within organizations.

**S212**

**Demographic Correlates of Workplace Bullying in the Czech Workforce: Evidence from a Nationally Representative Sample**

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*Background:* Workplace bullying has been extensively studied as a multifaceted social phenomenon, yet its demographic predictors remain inconsistent across contexts. Previous research has often reported associations between bullying and factors such as gender, age, sector, or hierarchical position. However, evidence from Central and Eastern European populations remains limited. The present exploratory study examines demographic correlates of workplace bullying within a Czech working population to explore whether bullying is systematically patterned along demographic lines or whether it represents a more universal risk across groups.

*Method:* The study utilized data from a representative sample of Czech employees (n = 1,466) collected through a nationwide survey. Workplace bullying was assessed using the Negative Acts Questionnaire – Revised, capturing three domains: work-related, person-related, and physically threatening forms of bullying. Demographic predictors included gender, age, number of children, region, sector (public vs. private), organizational size, tenure length, employment status, managerial position, and income. Preliminary analyses involved bivariate tests of association between bullying scores and demographic variables. Variables showing significant associations were then entered into linear regression models to explore interaction effects. Additionally, a latent profile analysis (LPA) was conducted to identify distinct profiles of exposure to different types of bullying.

*Results:* Most demographic characteristics – gender, region, sector, organization size, managerial status, and employment status – showed no significant relationship with bullying exposure. Small but significant effects emerged for the number of dependent children and length of tenure, while stronger associations were found for age and income. Older employees reported lower levels of bullying, and higher income was associated with reduced exposure. Regression analysis further revealed that the protective effect of income was moderated by age: for older employees, a higher income substantially decreased the risk of bullying, whereas for younger employees, this effect was absent. The LPA identified four distinct groups: (1) not bullied, (2) highly bullied across all domains, (3) predominantly person-related bullying with some threatening behaviours, and (4) predominantly work-related bullying with minimal exposure to other types.

*Conclusion:* The findings suggest that, within the Czech working population, workplace bullying can occur across all demographic categories, with limited systematic variation. Apart from age and income, demographic factors appear to play a minor role, indicating that bullying may be influenced more strongly by organizational or psychosocial factors than by individual characteristics. Higher income serves as a protective factor primarily among older employees, highlighting a potential interaction between economic security and career maturity. Further analyses will focus on the prevalence of bullying behaviours and a more detailed exploration of the latent profiles to better understand the complexity of bullying experiences in the Czech context.

## **S213**

### **Workplace Bullying in Germany: New Evidence from a Representative Study and Perspectives for Prevention**

Margrit Löbner<sup>1</sup>, Franziska Welzel<sup>1</sup>, Franziska Jung<sup>1</sup>, Alexander Pabst<sup>1</sup>, Antonia Buß<sup>1</sup>, Hermann Burr<sup>2</sup>, Uwe Rose<sup>2</sup>, Andreas Seidler<sup>3</sup>, Steffi G. Riedel-Heller<sup>1</sup>

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*Background:* According to recent reports on sickness absence, mental disorders rank among the leading causes of work-related absenteeism in Germany. Among psychosocial risk factors at the workplace, bullying represents a particularly relevant phenomenon. Experiences of workplace bullying can result in substantial psychological distress and have a lasting negative impact on individuals' quality of life. Workplace-related problems and conflicts therefore represent important issues in psychosomatic as well as somatic healthcare. The aim of the present representative study is to examine the current prevalence of workplace bullying in Germany, its associations with organizational conditions and health outcomes, and to derive perspectives for prevention.

*Method:* The study is based on a representative telephone survey of N = 5,015 employees in dependent employment in Germany, conducted between August 2023 and January 2024. It serves as the empirical basis for the current Bullying Report (Federal Ministry of Labour and Social Affairs, 2025; Löbner et al., 2025). Workplace bullying by colleagues and/or supervisors was assessed when respondents self-reported having been unjustly criticized, harassed, or humiliated in front of others either daily or at least once per week during the past six months. The survey included various psychosocial work-related factors (e.g., time pressure, decision latitude, social support, perceived meaningfulness of work, job satisfaction) as well as health-related indicators (e.g., sickness absence days, presenteeism). Psychological distress was measured using the PHQ-8 (depression), the GAD-2 (anxiety), and a single-item scale assessing perceived work stress (ranging from 0 to 10). Design and post-stratification weights were applied to ensure the representativeness of the results.

*Results:* The study reveals that approximately 6.5% of employees in dependent employment in Germany experience workplace bullying by colleagues and/or supervisors. The prevalence is particularly high among younger employees aged 18 to 29 years, reaching 11.4%. Compared with non-affected employees, those who reported being bullied significantly more often experienced changes in leadership or team composition, high time pressure, reduced decision latitude, and lower levels of social support at work. Affected individuals also rated their overall health significantly worse and reported an average of 22.6 sickness absence days in the previous year, twice as many as non-affected employees. Furthermore, they showed significantly higher levels of psychological strain, including depressive symptoms, anxiety, and perceived stress.

*Conclusion:* The findings highlight that workplace bullying is linked to substantial psychological burden and negative health consequences. Comprehensive prevention strategies are needed, including binding organizational policies, confidential counselling services, and training programs to promote awareness and early intervention among both managers and employees.

## **Symposium 48: The Changing Face of Workload: Navigating Mental Health in Evolving Work Systems**

Chairs: Julie Dextras-Gauthier, Marie-Hélène Gilbert

The world of work is undergoing rapid and multidimensional transformations that are reshaping how work is organized, experienced, and sustained. These shifts reveal the changing face of workload, its sources, forms, and psychological impacts and raise new questions about how workers navigate increasingly complex and evolving environments. This symposium aims to provide an integrated perspective on the contemporary dynamics of workload and their implications for workers' mental health.

This symposium brings together six studies conducted across different methodologies and contexts. The first paper presents a systematic review on the impacts of teleworking on health, particularly on psychosocial work environment including workload. The second study focuses on healthcare managers and, drawing on a mixed methods research design, explores how work-time arrangements shape managers' perceived workload and their psychological health. Deepening the exploration of healthcare managers' experiences, the third paper presents a qualitative study investigating their perceptions of their workload and the resulting consequences for care trajectories. The symposium then broadens its lens with a quantitative investigation of always-on culture and digital overload. The fourth paper examines how a culture of constant connectivity generates digital overload and affects psychological health. The fifth paper presents a rapid literature review examining the relationship between artificial intelligence and perceived workload. Finally, the last paper extends upon research on workload

by examining the challenges associated with defining and measuring workload and by highlighting a particularly relevant lever that promotes better psychological health in contexts of high workload.

Together, these six studies provide a rich, multidimensional examination of the evolving nature of workload. They synthesize evidence from qualitative, quantitative, and review methodologies to deepen our understanding of how transforming work systems generate new forms of workload and new challenges for workers' psychological health. This symposium also identifies various intervention strategies and discusses ways to better promote occupational health in a context of ongoing transformation. This symposium will be of interest to scholars, practitioners, and policymakers seeking to understand and address the interplay between workload and mental health in a rapidly changing world of work.

## S214

### **Teleworking and its Impact on Health and Well-being: A Systematic Review of Longitudinal Studies Considering the Psychosocial Work Environment (2005–2024)**

Annick Parent-Lamarche<sup>1</sup>, Nancy Beauregard<sup>2</sup>, Marie-Ève Blanc<sup>2</sup>, Nathalie Cadieux<sup>3</sup>, Julie Dextras-Gauthier<sup>4</sup>, Marie-Colombe Afota<sup>2</sup>, Wassila Merkouche<sup>5</sup>, Salima Hamouche<sup>6</sup>, Oussama Rbiaa<sup>4</sup>, Jessica Garneau<sup>1</sup>

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*Background:* Teleworking, initially a marginal practice, expanded dramatically during the COVID-19 pandemic and is now expected to remain a widespread mode of work for a substantial share of the global workforce. Although it offers benefits such as greater autonomy and improved work-life balance, teleworking also poses challenges related to workload, social isolation, and blurred boundaries between professional and personal life, factors that are themselves shaped by the psychosocial work environment. These contrasting effects raise questions about whether teleworking promotes or undermines workers' health, highlighting the need for a systematic examination of its impacts in the context of psychosocial factors. This systematic review aims to provide structured conceptual and methodological recommendations for investigating the influence of teleworking on health, with particular attention to the psychosocial work environment. Specifically, it addresses two main research questions: (1) What is the impact of teleworking on health (physical and psychological) when the psychosocial work environment is considered? and (2) How do longitudinal studies model this contribution through direct, moderating, and mediating effects?

*Method:* A search of electronic databases and bibliographies was conducted for the period 2005–2024 to identify longitudinal studies in OECD countries that jointly examine the effects of teleworking on workers' health (physical and/or psychological) and the psychosocial work environment. The characteristics of the final sample of studies (n = 20) were synthesized, followed by a quality assessment using the National Heart, Lung, and Blood Institute (NHLBI) Quality Assessment Tool to evaluate their conceptual and methodological rigor.

*Results:* The 20 reviewed studies (2017–2024) were all rated fair or good in methodological quality. Teleworking is not a uniform experience; its effects vary according to job type, psychosocial work environment, and employee characteristics. Many studies examined its moderating role on psychosocial work factors and individual characteristics. Overall, teleworking can increase psychological distress, exhaustion, and anxiety - particularly under high psychosocial risk or mandatory arrangements - while also providing protective effects, emphasizing the importance of contextual and individual factors.

*Conclusion:* Several aspects remain underexplored in longitudinal studies examining the effects of teleworking on health in the context of the psychosocial work environment. In particular, physical health outcomes have been rarely, if at all, investigated. A broader range of psychosocial work environment factors should be considered, and no study has yet examined differences across pre-, during-, and post-pandemic periods. Further investigation is therefore required to guide research, workplace interventions, and policy development in promoting employee health.

## **S215**

### **Managing the Load: Effects of a Flexible Work-Time Arrangement on Managers' Workload and Psychological Health**

Marie-Hélène Gilbert, Pierre-Sébastien Fournier, Frédéric Boucher, Kelly Bourgoin-Boucher  
Université Laval, Québec, Canada

*Background:* The Quebec healthcare system has been undergoing major changes for several years, changes that now include a profound restructuring through the consolidation of health and social services institutions within the new centralized body, Santé Québec (Cousineau & Lévesque, 2024). Managers, who play a central role in these transformations, report a clear intensification of work (Corbière et al., 2020; Boucher et al., 2024). Such intensification may be characterized by a sense of being overwhelmed, a sustained feeling of urgency, and difficulties completing tasks within limited timeframes (De Coninck & Gollac, 2006; Creagh et al., 2023). These working conditions have been associated with problems related to health, well-being, and job performance (Mauno et al., 2023) and have even been linked to decreases in job satisfaction, performance, and perceptions of work–life balance (Niazi et al., 2024). In the post-pandemic societal context, flexible working arrangements appear to be re-emerging as an innovative trend in work practices (Veal, 2023). These forms of flexibility aim to improve employment and working conditions in response to the challenges associated with work intensification. Thus, the aim of the present study is to examine the effect of a pilot flexible working arrangement implemented within a healthcare organization, on managers' perceived workload, leadership behaviours and psychological health.

*Method:* Seven online focus groups were conducted in the context of implementing the pilot project on managers' work-time arrangements. The groups were composed of senior managers, managerial advisors, coordinators, and clinical and administrative managers (N = 33). Questionnaires were also completed by the organization's managers and their employees at three different time points (before the project began, six months after, and twelve months after the start). Organizational data were also collected, including indicators such as absenteeism and organizational performance.

*Results:* The results show an increase in transformational leadership and managerial practices. Although managers report a decrease in their perceived workload, their actual or real workload does not appear to have been reduced. The findings also indicate a decrease in perceived work–life conflicts and an increase in job satisfaction. Managers report fewer symptoms of psychological distress, better recovery, and enhanced psychological well-being.

*Conclusion:* The flexible work-time arrangement emerged as a valuable resource for the majority of managers, although they also reported encountering certain constraints. Indeed, while managers condense their work into nine days in order to take the tenth day off, their workload tends to accumulate during that day, and meetings may still be scheduled, making it difficult to be fully off work. In addition, condensing work into nine days results in longer daily working hours, which may be difficult for some managers to accommodate. Despite these constraints, the flexible work-time arrangement is perceived as an important and positive cultural shift and as a meaningful sign of recognition for managers.

## S216

### **When It Weighs and When It Lifts: Workload and Psychological Health**

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*Background:* Amid major transformations in the world of work, workload consistently emerges as a key psychosocial risk. Yet workload can function both as a source of strain and as a driver of satisfaction, accomplishment, and gratification. Beyond the recurring challenge that workload is often reduced to perceived overload, it remains difficult to determine what makes it detrimental or beneficial for psychological health.

*Method:* We conducted a mixed-method study combining self-reported data from a daily journal administered three times a day (e.g. tasks performed, resources and constraints, affective states, Kessler-6, WHO-5) with physiological indicators captured using an eye tracker and a biomedical smartwatch. A total of 31 participants were followed over two separate work weeks (T1-T2; 3–5 consecutive days each), resulting in 273 days of observation, 1,750 hours of eye tracking (Tobii Pro Nano), 2,210 hours of physiological monitoring (Empatica Embrace Plus), and 17,296 journal responses. Journal entries were analyzed qualitatively to develop two indices: task completion and task unpredictability. Participants also rated satisfaction with planned and unplanned tasks, daily satisfaction, and end-of-week satisfaction.

*Results:* Multiple regression analyses showed that completing planned tasks was associated with lower psychological distress ( $\beta = -0.46$ ,  $p < .001$ ) and higher well-being ( $\beta = +0.41$ ,  $p < .001$ ). Daily satisfaction was positively associated with well-being ( $\beta = +0.16$ ,  $p < .001$ ), whereas weekly satisfaction predicted both reduced distress ( $\beta = -0.50$ ,  $p < .001$ ) and increased well-being ( $\beta = +0.53$ ,  $p < .001$ ). Analyses revealed that mean physiological activation (pupil diameter) was negatively associated with satisfaction related to planned tasks ( $\beta = -0.09$ ,  $p = .001$ ) but positively associated with satisfaction related to unplanned tasks ( $\beta = +0.30$ ,  $p < .001$ ). In contrast, pupil entropy—a marker of variability and complexity of activation—was negatively associated with satisfaction with planned tasks ( $\beta = -0.14$ ,  $p < .001$ ), satisfaction with unplanned tasks ( $\beta = -0.19$ ,  $p < .001$ ), and global daily satisfaction ( $\beta = -0.19$ ,  $p < .001$ ).

*Conclusion:* These findings highlight the importance of differentiating types of satisfaction when examining workload dynamics. Unplanned tasks are not inherently detrimental, whereas striving to complete all planned tasks at any cost may require substantial resources, with consequences for psychological health. This study underscores the need to better understand the conditions under which workload becomes either a burden or a source of well-being, and it offers insights for designing interventions that support healthier work organization.

## S217

### **Building a Healthy Digital Workplace: Buffering Work-Family Conflict and Burnout in the Age of Workplace Telepressure**

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*Background:* The proliferation of information and communication technology (ICT) use at work increases the risk for organizations of developing an always-connected organizational culture (Koch and Binnewies, 2015; Kossek, 2016; McDowall and Kinman, 2017), which exposes

workers to “workplace telepressure” (Barber and Santuzzi, 2015: 172). Some authors have found that this new form of stress reduces psychological detachment, blurs the boundaries between work and personal life and increases the risk of burnout (Atanasoff and Venable, 2017; Santuzzi and Barber, 2018; Van Laethem et al. 2018). Managing ICTs outside of working hours is now adding to the workload of many workers. Our study focusses on the potential contribution of organizational digital culture to mitigating the negative impact of the new digital environment in organizations on employee well-being.

*Objectives:* Specifically, this study aims to examine the role that a healthy digital culture can play in reducing work-life conflict and burnout, also observing the role of telepressure on these outcomes. In addition, the mediating role of work-life conflict in the relationship between healthy digital organizational culture and burnout is also analyzed.

*Method:* A sample of 571 workers in Quebec (a Canadian province) was collected at two measurement times in 2022 using an online survey conducted through the Léger Opinion (LEO) online panel. This sample consists of approximately 54% women and respondents aged 19 to 72. Exploratory factor analyses were used to develop the healthy digital organizational culture measure. Structural equation models and a mediation test were performed to examine the mediating role of work-family conflict in the relationship between healthy digital culture and burnout.

*Results:* The results show that a healthy digital organizational culture has a direct effect on work-family conflict and burnout. This finding suggests that it has a direct protective effect against these threats. This healthy digital culture also has a highly statistically significant indirect effect on burnout through its protective effect on work-family conflict, revealing that a healthy digital organizational culture has a protective effect against burnout through its protective effect on work-life conflict. However, workplace telepressure only has a direct effect on burnout; more specifically, it increases burnout.

*Conclusion:* This longitudinal study conducted with a sample of 571 workers in Quebec suggests that organizations can reduce work-family conflict and employee burnout by implementing practices aimed at creating a healthy digital organizational culture. These practices should aim to encourage periods of disconnection, emphasize the boundaries between work and personal life, and promote the healthy use of technology within the organization. This study contributes to the advancement of knowledge by showing that a healthy digital organizational culture can be an important resource for employees, enabling them to mitigate work-family conflict and burnout.

## **S218**

### **From Automation to Augmentation: AI’s Role in Shaping Workload and Mental Health in Knowledge Work**

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*Background:* As workload pressures intensify and the pace of workplace transformations accelerates, a critical need emerges to advance our understanding of the implications of integrating artificial intelligence (AI) tools in organizations. Although AI is frequently portrayed as a means to alleviate perceived work overload, its adoption may simultaneously lead to increased task complexity, heightened cognitive demands, and the emergence of new psychosocial risks. AI tools are reshaping not only task structures but also the broader organization of work. Yet, significant gaps in knowledge persist: How do workers incorporate AI into their daily activities? In what ways does AI alter the fundamental nature of work? Which

tasks are entrusted to AI systems, and how does this delegation affect perceptions of workload and job complexity? Furthermore, what are the implications of AI use for psychological well-being? Addressing these questions is essential to understanding the socio-technical dynamics of AI adoption and its impact on knowledge work. This study seeks to answer these critical questions by exploring the experiences of knowledge workers. By positioning psychological health as a central focus, this research will shed light on the conditions under which AI serves as a supportive resource for alleviating workload, and conversely, the circumstances in which it emerges as a potential risk factor for mental health.

*Method:* This study employs a rapid scoping review to identify how AI affect perceptions of workload by knowledge workers. Following Arksey & O'Malley's (2005) framework, adapted for rapid reviews as recommended by Pollock et al. (2023), we conducted a thorough review within a limited timeframe (2023-2025). Search were performed in PsycINFO, Web of Science, and EBSCO Business Source, focusing on empirical studies and peer-reviewed articles in management, HRM/IR, organizational psychology, and information systems. Inclusion criteria required studies to address AI use by knowledge workers and be published in English before October 2025. Thematic coding and analysis were carried out using MaxQDA software.

*Results:* Preliminary analyses, though not yet complete, reveal divergent effects of AI use on knowledge workers' perceived workload. AI tools can ease workload by automating routine tasks, improving information access, and supporting decision-making. However, early findings also suggest increased cognitive demands due to learning new technologies and rising productivity expectations. Task delegation to AI may create role ambiguity, while concerns about monitoring can heighten stress. Moderating factors such as digital literacy, organizational support, and task type appear critical in determining whether AI acts as a resource or a psychosocial risk.

*Conclusion:* Preliminary findings reveal AI's dual impact on knowledge workers, acting both as a resource to reduce workload and as a source of cognitive strain. These divergent effects underscore the need for proactive strategies. HR and organizational psychology professionals are uniquely positioned to guide ethical AI integration, foster employee acceptance, and design interventions that balance efficiency with psychological well-being. Their role will be critical in ensuring that AI adoption supports sustainable and healthy work environments.

## **S219**

### **The Role of Workload Perception: A Critical Issue in the Improvement of Care Pathways**

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*Background:* Work environment characteristics significantly influence individual well-being. During the pandemic, and continuing to the present day, work overload remains the primary factor cited as contributing to burnout and stress. This is attributable to several elements, including the perception that everything has become urgent, the erosion of so-called normal working hours, the extension of workdays, the increased time spent in meetings, social isolation, and constant connectivity. The literature clearly demonstrates that certain organizational factors play a critical role in shaping perceptions of work overload, notably the intensification of work and the accumulation of organizational changes. The very nature of healthcare work renders positions in this sector inherently demanding, requiring, among other aspects, direct contact with distressed and ill patients, excessive workloads, continuous learning, and adherence to high standards of performance. The objective of our study is to gain a deeper understanding of how workload is perceived and of its consequences for healthcare professionals and care pathways.

*Method:* The research project involved data collection carried out in 2022 and 2023 using a mixed methodology. 41 semi-structured interviews were conducted with clinical practitioners, patients, and managers in a Quebec's healthcare organization (Canada). The information gathered covered a variety of topics, including clinical activities, coordination structures, work climate, and information management. To ensure the comprehensiveness of the required data, over twenty non-participant observations were systematically conducted within the natural flow of activities. In addition, a documentary analysis was undertaken to further enrich the information and to incorporate specific coordination mechanisms.

*Results:* The results demonstrate that administrative tasks constitute a substantial component of the workload, which is perceived as highly demanding. This intensity is further accentuated by their time-consuming nature, the redundancy of certain tasks and documentation, and persistent staff shortages. These factors, in conjunction with centralized decision-making, information technologies insufficiently aligned with operational needs, and at times fragmented communication, undermine the quality of collaboration across hospital departments. Although the overall organizational climate remains positive, the cumulative fatigue generated during the COVID-19 pandemic, together with the progressive scarcity of resources, continues to exacerbate these tensions.

*Conclusion:* Our findings highlight several factors that contribute to the intensification of the workload among professionals working in the healthcare sector. Rooted in a silo-based organizational structure, these factors provide avenues for reflection aimed at reducing workload, fostering more effective interprofessional collaboration, and improving care pathways.

## **Symposium 49: Prerequisites for Sustainable Working Conditions: Organizational and Individual Perspectives**

Chair: Petra Lindfors

Work-related circumstances have consistently been found to play an important role for various aspects of individual functioning. Still, most empirical studies target the negative implications of such circumstances. This focus on the negative has provided key insights and consistent evidence showing that a poor work environment is related to, for instance, poorer job satisfaction, performance, and health. Yet, less is known about the factors promoting individual job satisfaction, performance, and various aspects of health. Still, there is an increasing focus on identifying positive implications of work-related circumstances. However, most studies target the individual-level in showing for instance that work engagement is key to performance and health. Importantly, an individual-level focus risks neglecting the impact and influence of the organizational level. Recently, the organizational level and the interplay between individual and organizational factors have received more interest. This relates to an awareness of demographic changes which seem to require of individuals to work longer before retiring. Also, such changes have made organizations realize the need to attract staff to keep up their organizational skills, services, and performance. To allow for individual sustainability - for instance in terms of job satisfaction, performance, health and well-being - organizations must address the prerequisites provided and how these relate to long-term sustainability. Drawing on existing findings and practitioner experiences, a set of overall organizational factors relevant for long-term organization sustainability have been identified. For instance, these include leadership, communication, organizational justice and transparency, influence, and skills development. Yet, the consistent scientific study of these and other factors remain limited which may relate to challenges in researching individual and organizational levels. To do this successfully requires identifying and examining the work-related circumstances that promote long-term sustainability at individual and organizational levels.

This symposium brings together research using different study designs and approaches thereby aiming to address how the interplay between individual and organizational levels may promote long-term sustainability. Specifically, the first contribution addresses how future employees conceptualize attractive occupational circumstances. The second contribution targets measurement issues while the third focuses specifically on what has been proposed a key organizational factor, namely communication. The fourth contribution reports on an intervention study while the two final contributions include longitudinal findings using different statistical approaches to examine the implications of individual and organizational factors. Through the six empirical studies, this symposium provides new insights and expands existing knowledge regarding promoting factors and long-term sustainability at work.

## S220

### "Is this the Workplace for Me?" – How Nursing Students Construct Workplace Attractiveness in Clinical Practice

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*Background:* Recruiting and retaining nurses remains a persistent challenge globally, with workforce shortages affecting healthcare quality and sustainability. While previous research often focuses on structural factors such as pay and workload, there is limited understanding of how future professionals—nursing students—perceive and construct workplace attractiveness during their clinical training. Clinical placements serve as a formative arena where students not only acquire professional skills but also form impressions of what constitutes an appealing and sustainable workplace. This study explores how nursing students make sense of workplace attractiveness through their lived experiences in clinical practice.

*Method:* A qualitative, reflexive, and inductive thematic analysis was conducted, grounded in a constructionist epistemology. Thirteen semi-structured interviews were held with final-year nursing students from four Swedish universities between February and May 2025. Three interviews were individual, and four were group interviews with two to three participants each. The discussions centred on students' experiences of workplace attractiveness, professional identity, and future career considerations. Interviews were recorded, transcribed verbatim, and analyzed iteratively according to Braun and Clarke's approach, with continuous reflexive discussions among the research team to ensure analytical depth and transparency.

*Results:* Clinical placements shaped how students envisioned their professional futures, making them key sites for constructing perceptions of workplace attractiveness. The overarching theme, Looking Ahead, encapsulated workplace attractiveness as a dynamic socialisation process evolving through four interrelated themes. Becoming captured by the significance of supervision, feedback, and being treated as a "future colleague". Belonging reflected the importance of inclusive team relationships, collegial support, and emotional safety. Balancing concerns and reconciling professional demands with personal life, emphasising manageable workloads, recovery time, and flexible scheduling. Beyond referred to aspirations for professional growth, continued learning, and long-term development opportunities. Together, these themes illustrated workplace attractiveness as relational and temporal—shaped in the intersection between students' immediate experiences and their imagined futures as professionals.

*Conclusion:* Workplace attractiveness in healthcare should be understood as a lived, relational, and evolving process rather than a fixed organizational attribute. It is actively produced in everyday interactions through experiences of recognition, inclusion, and growth. For healthcare organizations, this implies that improving workplace attractiveness requires more than structural interventions; it demands relational and symbolic engagement. Supportive supervision, inclusive social climates, and opportunities for professional development are key to fostering belonging and identity formation. By viewing attractiveness as an ongoing practice of inclusion and learning, organizations can better retain early-career nurses and sustain both workforce stability and the quality of patient care.

## S221

### **A Mixed-Method Study to Define and Operationalize Organizational Health in the Public Sector**

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*Background:* Healthy workplaces or organizational health within the public sector is essential to maintain personnel and secure access to health care, education, and other social services. However, there is no consistent definition that may be used to identify workplaces with and without organizational health. The aim of the study was to define and operationalize organizational health in the public sector using a mixed-methods approach.

*Method:* Qualitative data from focus group interviews with municipal work environment specialists (n=6) and key stakeholders (n=10) were analyzed via inductive content analysis to define organizational health. To operationalize the definition, quantitative data on self-assessed production loss due to health and work environment problems (estimated on a 10-point Likert scale ranging from no production loss to complete production loss, respectively) were retrieved from a mid-sized Swedish municipality in 2021 (n=7288) and 2023 (n=7295). Results were aggregated from the individual to the workplace level, where 330 workplaces were included in the analyses. The operationalization was used to define and identify workplaces with organizational health. Differences in sickness absence between workplaces with and without organizational health were analyzed using a regression model, with the total amount of sickness absence at each workplace. Crude odds ratio was first calculated, and then the model was adjusted for seasonal patterns and municipal department, as random factors. The focus group of work environment specialists did a qualitative overview of the list of workplaces with organizational health.

*Results:* Results indicated that organizational health is a complex and contextual phenomenon expressed in several levels. At the organizational level, organizational health was indicated as the presence of sufficient preconditions and fulfilling the objectives of the assignment. At the workplace level, organizational health was indicated by team capability and stability. And at the individual level, employees with low sickness absence, high development opportunities, and job satisfaction. Workplaces with organizational health were operationalized as workplaces where at least 80 percent of the employees estimated their productivity loss due to health problems to be  $\leq 5$ , and productivity loss due to work environment problems to be  $\leq 3$ . The workplaces identified as having organizational health (n=70) had a lower level of sickness absence, adjusted odds ratio 0.78 (95% CI 0.75–0.81), compared to the remaining workplaces in the municipality (n=260). The qualitative review confirmed the findings.

*Conclusion:* Organizational health is a multifaceted and context-dependent construct that manifests at organizational, workplace, and individual levels. The proposed operational definition enables the identification and differentiation of workplaces with and without organizational health within the public sector.

## S222

### Thriving from Work: Health-Promoting Climates for Upward Voice in Public Organizations

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*Background:* Effective, safe, and functional communication is a key condition for promoting healthy working conditions and sustainable working life. Remaining silent in problematic work situations increases the risk of burnout and undermines one's well-being. In contrast, a positive voice climate (a psychosocial factor that enables employees to express concerns and contribute to dialogue) enhances employees' sense of control over their work environment and supports well-being. Moreover, choices to voice work environment problems, communication channels that give opportunities for open dialogue, and an organizational climate promoting inclusion and diversity may buffer the negative consequences of silence.

*Aim:* This study examined how individual silence, worker voice, and voice climate at both workplace and organizational levels are associated with employees' flourishing, general well-being, and burnout. A further aim was to explore whether open dialogue, worker voice, and organizational diversity climate moderate the relationship between silence and health outcomes.

*Method:* Employees in Swedish public organizations were randomly selected to participate in a survey (n = xx; response rate = 33%). Responses (n = 1,712) were linked to register-based data and analyzed using stepwise linear regression models. Dependent variables were flourishing at work, general well-being, and burnout. Independent variables included individual silence, worker voice, workplace voice climate, and organizational voice climate.

*Results:* Participants had a mean age of 47 years, and 77% were women. Silence was most prevalent among younger employees (aged 16–29). Higher levels of silence were associated with lower flourishing and general well-being, and with higher burnout. Open dialogue and worker voice buffered the negative effects of silence on well-being. Worker voices also moderate the negative association between silence and flourishing. Worker voice was positively related to flourishing, although no significant associations were observed for general well-being or burnout. Both workplace and organizational voice climates were positively associated with flourishing and general well-being and negatively associated with burnout. Organizational diversity climate had no moderating effect on silence and dependent variables.

*Conclusion:* Voice climate at both the workplace and organizational levels serves as a health-promoting factor in working life. Encouraging worker voice can mitigate the detrimental effects of silence and foster a thriving and healthy work environment. The findings highlight the vital role of upward voice in promoting well-being within public organizations.

## S223

### Testing Goal-Attainment Scaling in Work Environment Management: An Intervention Study

Marta Roczniowska<sup>1</sup>, Sebastian Heikkilä<sup>2</sup>, Carina Loeb<sup>2</sup>, Ole Henning Sørensen<sup>3</sup>, Ulrica von Thiele Schwarz<sup>2</sup>

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*Background:* Investigations concerning Swedish municipalities show that poor organizational and social work environment contribute to sickness absence and poor staff well-being. Although systematic work environment management has been identified as a key solution to

this alarming issue, it remains poorly integrated into organizational practice. Many organizations still rely on annual surveys that emphasize problems rather than health-promoting goals, with limited or no meaningful follow-up or action. There is limited knowledge on how to design systematic processes that strengthen organizational-level health-promoting factors. One possibility would be to develop measurable, motivating goal indicators and associated methods to work systematically to achieve such goals. Many such methods have been tried with limited success (e.g. SMART goals). There is, therefore, a need for new methods that support goal directed work environment processes. The Goal Attainment Scaling (GAS) method is a structured approach for setting, scaling, and evaluating goals, allowing one to define and measure progress toward desired outcomes in a systematic and comparable way. Originally developed for use at the individual level, GAS has shown strong results in promoting goal clarity and motivation. In this intervention study, GAS was adapted to support organizational-level improvement of health-promoting factors. This project tests this method as part of systematic work environment management to support participatory goal setting, evaluation, and improvement of health-promoting factors.

*Method:* The intervention study is conducted in collaboration with a Swedish municipality. The organizational-level GAS method was co-designed with municipal representatives through iterative, participatory workshops involving researchers, managers, employees, and HR staff. This process resulted in a tailored framework integrating goal setting, scaling, and follow-up of organizational health factors within systematic work environment management and day-to-day practices. A cluster randomized stepped-wedge design was employed, involving 41 units across three different municipal sectors within female-dominated professions. Units (> 5 employees) volunteered to participate and were randomized by cluster within each sector into two arms, an intervention (n = 21), and a control group (n = 20). Managers and HR representatives in participating units received GAS training to support meaningful goal formulation, scaling, and structured follow-up during regular workplace meetings. The project now enters the evaluation phase, using a mixed-methods design.

*Results:* During the conference, we will present preliminary findings on the intervention's effectiveness, based on quantitative data from employee surveys assessing the work environment in both intervention and control units. We will also present plans for further evaluation, including insights from implementation using short pulse-surveys and semi-structured interviews with employees, managers, and HR representatives regarding perceptions of the method's usefulness, as well as facilitators and barriers to its implementation.

*Conclusion:* The project is expected to create and evaluate a systematic, participatory, and practical method that promotes engagement in goal setting and follow-up within systematic work environment management. The developed tool will be freely available online for use by Swedish municipalities and other comparable workplaces. Ultimately, the project aims to support improvements that foster well-being and contribute to sustainable, healthy, and attractive workplaces in the municipal sector and beyond.

## **S224**

### **The Impact of Early Exposure to Positive Organizational Factors on Mid-Career Job Satisfaction**

Julia Cederlund<sup>1,2</sup>, Petter Gustavsson<sup>1</sup>, Oili Dahl<sup>1</sup>, Ann Rudman<sup>1,2</sup>

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Nursing students are highly motivated to a career in the nursing profession, however research conducted in Sweden indicates that a fifth of all newly registered nurses strongly intend to leave the profession, and stress and burnout is a pressing issue as early as the first five years

in the profession. The organizations can through strategic measures on the executive level and through human-resource practices influence the job demands and job resources of their employees. This in order to create a work environment that benefits both the organization and the individual employee. New overall knowledge about positive organizational factors is needed, alongside more longitudinal studies to be able to see changes and associations between job satisfaction on an individual level and factors on an organizational level.

This study aimed to examine how repeated exposure to positive organizational factors early in registered nurses' careers relate to job satisfaction 5, 10 and 15 years after graduation. Data from the LANE study (Longitudinal Analysis of Nursing Education/Entry into Work Life) was used (n=1702). Exposure to the positive organizational factors were measured annually the first 4 years in the profession, while job satisfaction was measured year 5, 10 and 15 post-graduation. Data was analyzed using a multivariable logistic regression.

Controlling for gender and age the results from the logistic regression indicated that having defined goals for your job, an individually tailored competence plan, opportunities to develop clinical skills, opportunities to increase areas of responsibility and experiencing fair leadership the first four years were significantly associated with experiencing job satisfaction 5, 10 and 15 years post-graduation. While being able to affect the schedule early in the profession was significantly associated with experiencing job satisfaction 15 years post-graduation. Furthermore, having early exposure to adequate staffing that corresponds to the needs of care patients demand was significantly associated with for experiencing job satisfaction 5 years post-graduation. Control at work, support from superior, appreciative leadership and empowering leadership showed no statistically significant impact on job satisfaction mid-career.

Thus, being exposed to certain positive organizational factors early in the career have an impact on the job satisfaction of registered nurses 5, 10 and 15 years in the profession.

## **S225**

### **Does a Strong Start Matter? Early Career Job Satisfaction and Its Long-Term Outcomes**

Susanne Georgsson<sup>1</sup>, Julia Cederlund<sup>2,3</sup>, Petter Gustavsson<sup>2</sup>, Oili Dahl<sup>2</sup>, Ann Rudman<sup>2,3</sup>

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Job satisfaction among nurses is a critical factor influencing both individual well-being and the quality of patient care. Job satisfaction in nursing is closely linked to several important outcomes. Higher levels of job satisfaction are associated with better nurse retention and a stronger intention to stay, while low satisfaction can lead to absenteeism and turnover. Despite its importance, relatively little is known about how job satisfaction develops over time, particularly during the transition from education to professional practice and beyond. Early career experiences—such as onboarding quality, role clarity, task mastery, and social support—are theorized to play a pivotal role in shaping long-term satisfaction and retention. Understanding these developmental trajectories and their predictors is essential for designing interventions that promote sustainable careers in nursing.

This study aimed to examine developmental trajectories of job satisfaction, their association with early career experiences, and their predictive value for long-term outcomes. Data were drawn from the longitudinal LANE study (*Longitudinal Analysis of Nursing Education/Entry into Work Life*), which followed a cohort of registered nurses (n = 1,225). Job satisfaction was measured annually during the first three years after graduation and reassessed 11 and 15 years post-graduation. Latent class growth modelling identified distinct trajectories of job satisfaction, and ANOVA was used to characterize these trajectories in relation to indicators of successful professional outcomes. Four trajectories were identified, differing primarily in initial job satisfaction levels but tended to converge by year three. Four distinct job satisfaction

trajectories were identified. Very satisfied nurses (35%) maintained consistently high satisfaction across three years. The largest group, satisfied (45%), reported quite frequent satisfaction throughout. Moderately satisfied nurses (15%) experienced satisfaction only sometimes, with a slight upward trend. Finally, satisfaction on the rise (5%) started with low satisfaction but showed a marked increase in years two and three. Thus, approximately 80% of nurses began their careers with high satisfaction, while 20% started at comparatively lower levels. Trajectories were consistently associated with perceived quality of organizational socialization and leadership. Furthermore, a strong start predicted higher job satisfaction later in the career. These findings underscore the long-term importance of high-quality onboarding and supportive leadership for sustaining well-being at work.

**Symposium 50: Implementation Challenges in Organizational Level Interventions: Targeting Those Workplaces That Need it the Most. Experiences From Denmark**  
Chair: Annette Meng

A growing literature on implementation of organizational interventions point to resources and management support as key factors for successful implementation. However, those workplaces with the most extensive work environment problems often lack resources and do not necessarily have managements' support. Several studies also point to psychological safety, openness or trust as prerequisites for working with the psychosocial work environment, which again leads to the paradox that you need a good work environment to improve your work environment.

In this symposium, we explore experiences with implementation of interventions in those workplaces that needs them the most. The first presentation illustrates how an intervention targeting negative acts failed despite being context-appropriate, participatory, and adaptive in accordance with state-of-the-art guiding principles for workplace interventions. Various reasons for the failure were identified, amongst them a workplace culture of mistrust and a lack of systematic approach to OSH work. The next two presentations are about a study that examined a large-scale initiative in Danish eldercare. Despite strong theoretical emphasis on organizational anchoring, results show no measurable impact of municipal support. The findings challenge core assumptions about what drives successful implementation. The fourth presentation discusses a study where it was assumed that an "easy to use" tool could be implemented with the use of relatively few resources, but implementation largely failed. Using CNA, the assumptions and alternative pathways to successful implementation are explored and presented in the session. The last presentation shows that despite great efforts to assigning correct team membership to participants, the teams did not appear to reflect practice. This challenges the recommendation to aggregate group-level constructs for the statistical analysis but also lead to considerations whether it obstructs the implementation of interventions targeting teams.

**S226**

**An Organization-Directed Intervention Addressing Negative Acts – Experiences From Two Industrial Workplaces**

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*Background:* Negative acts can be defined as acts that people consciously or unconsciously direct towards others in the workplace, which are unwanted by those they are directed towards and cause negative emotional reactions in them. Exposure to negative actions in the workplace is associated with negative individual and organizational outcomes, and preventing negative

actions is therefore of great importance. Research indicates that there are many different factors in the workplace that influence whether negative actions occur. These factors include stressful psychosocial working conditions and workplace culture, the latter of which includes shared beliefs and values supported by policies, procedures and organizational structures for dealing with negative behaviour in the workplace. It follows that interventions aimed at preventing negative acts must necessarily address the challenges that exist in the specific workplace and that, in order to be effective, solutions must involve multiple organizational levels. However, there is a lack of research pointing to effective interventions for preventing negative acts in the workplace. The purpose of the intervention was to introduce a bystander-based intervention in industrial workplaces that experienced challenges with tone of voice and negative acts.

*Method:* Two medium-sized companies from the industrial production and passenger service sectors participated in a comprehensive, context-appropriate, participatory, and adaptive workplace intervention. The intervention targeted multiple organizational levels, tailored activities to specific groups, and involved managers and employee representatives in planning. Baseline data and process evaluations informed ongoing adaptations. Data on negative acts, bullying, bystander behaviour, psychological safety, ethical infrastructure, conflict management climate, and work environment were collected at baseline and follow-up through questionnaires and interviews. Process data, including observations and participant evaluations, were gathered during and after workshops, training sessions, and lectures customized for organizational groups.

*Results:* The presentation will focus on discussing contextual factors that influenced the implementation of the intervention. Companies generally lacked the readiness to implement complex interventions. This was reflected in: inadequate planning and follow-up on initiatives that had been launched, and a lack of structural frameworks for occupational health and safety organization, which impaired opportunities for cooperation on occupational health and safety issues. A number of socio-cultural factors further contributed to the low level of readiness: low identification with the stressor, an extreme focus on production targets and a culture of mistrust between management and specific work groups.

*Conclusion:* The study supports previous findings on the challenges of implementing organizational interventions that address complex psychosocial work environment problems. Our findings underscore the need to establish clear criteria for assessing companies' readiness for a planned intervention and to assess their readiness against these criteria before confirming their participation. Moreover, it is important that researchers and participating organizations establish shared expectations regarding co-ownership of both the intervention and its goals. Finally, continuous use of process evaluation data is essential for monitoring implementation and addressing new barriers throughout the intervention process.

## **S227**

### **Between Theory and Practice: When Organizational Support Fails to Lift Implementation**

Iben Karlsen, Sofie Jaspers

The National Research Centre for Working Environment, Copenhagen, Denmark

*Background:* This study draws on a large-scale initiative implemented across the Danish eldercare sector, involving 70 of the country's 98 municipalities. The intervention aimed to reduce incidents of violence and threats—typically from citizens with dementia—directed at care staff. Implementation theory highlights organizational anchoring as a crucial condition for successful and sustainable change. This study examines whether such anchoring, at the municipal level, effectively supports practice change at the care-unit level.

*Method:* The initiative provided training and learning activities introducing new approaches to violence prevention within care units. Each municipality established a cross-cutting steering committee to support implementation. A mid-term evaluation randomly selected three municipalities based on predefined criteria (size, geography, and intervention provider), while a final evaluation focused on three best-case municipalities. Qualitative data were analyzed to assess variations in implementation and outcomes.

*Results:* The mid-term evaluation revealed limited variance across municipalities and no measurable effect of municipal-level support. Both the best- and worst-performing care units in terms of implementation were located within the same municipalities, suggesting that organizational anchoring at the municipal level did not function as an effective supportive factor. The final evaluation replicated these findings even among best-performing municipalities.

*Conclusion:* Despite theoretical expectations, organizational anchoring did not appear to enhance intervention outcomes at the care-unit level. These findings challenge prevailing assumptions within implementation theory and raise important questions about whether the concept of organizational anchoring has been overstated theoretically or inadequately operationalized in practice.

## **S228**

### **Implementation of a National Guideline for Violence Prevention in Eldercare: A Coincidence Analysis of Decisive Factors for Successful Implementation of a Violence Prevention Effort**

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The National Research Center for the Working Environment, Copenhagen, Denmark

*Background:* Violent behaviour from older adults toward direct care workers is highly prevalent in the eldercare sector, often linked to inadequately managed dementia. Demographic shifts - particularly population aging alongside a constrained health-care workforce - are expected to intensify these challenges. In Denmark, eldercare workers are already among the professional groups most exposed to work-related violence. In response, the Danish Health Authority developed a nationwide intervention to support the implementation of new guidelines on preventing, managing, and learning from violent episodes in Danish eldercare.

*Objective:* To identify pathways leading to changes in preventive practices and in the occurrence of violence-related accidents.

*Method:* The intervention was offered to all Danish municipalities. Each participating care unit was represented by five individuals: a manager and four key employees. Over four months, units attended five workshop days and implemented agreed-upon actions between sessions. For the evaluation, we included 11 care homes or home-care units across six municipalities varying in size and geography. We conducted interviews with employees and managers before and 4–6 months after the intervention and observed intervention activities. We also collected register-based data on violence-related accidents from two years before to one year after the intervention. Data collection was guided by program theory, enabling systematic scoring of theoretical factors across the 11 cases and subsequent coincidence analysis (CNA).

*Results:* Final results will be presented at the conference. Preliminary analyses suggest the identification of concrete pathways that strengthen preventive practices and reduce episodes of violence. Investigated factors include contextual conditions such as staff stability and implementation competence, as well as mechanisms like the development of a shared professional language for understanding violent incidents.

*Conclusion:* The findings are expected to illuminate key preconditions for successful implementation and impact, thereby supporting systematic improvement of these conditions and enabling targeted refinement of preventive efforts in the future.

## **S229**

### **Why Is Even a Simple Intervention-Tool Difficult to Implement?**

Annette Meng<sup>1</sup>, Jesper Kristiansen<sup>1</sup>, Liv Starheim<sup>2</sup>, Birgit Aust<sup>1</sup>

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<sup>2</sup>University of Southern Denmark, Odense, Denmark

*Background:* Organizational-level workplace interventions are thought to have higher chances of successful implementation when they are easy to understand and require limited resources from employees and leaders. In a previous study, we developed the PEX-tool (Prioritize tasks, Exploit resources, eXternal resources) and evaluated its feasibility. Participants reported that the PEX-tool was simple and easy to use, suggesting that implementation could be achieved with relatively few resources. The present study aimed to determine the degree of resource use necessary for successful implementation.

*Method:* We tested three implementation approaches with increasing levels of resource use across nine nursing homes, randomly allocated to one of three groups (1, 2a, and 2b). Each group consisted of teams expected to collectively implement the PEX-tool. In every team, one employee acted as a PEX-agent, responsible for overseeing implementation. In Group 1, only PEX-agents attended an introductory workshop on the PEX-tool. In Groups 2a and 2b, all employees participated in the workshop. Additionally, in Group 2b, further support was provided by the consultant who introduced the tool. This consultant met with the PEX-agents from group 2b approximately two months after the workshop to support their implementation efforts. Across all groups, PEX-agents participated in peer exchange meetings to share experiences and support one another.

*Results:* Preliminary analyses indicated generally low levels of PEX-tool implementation and no statistically significant differences between the three implementation groups. However, low within-team agreement raised concerns about the validity of the team-level analyses. To further examine whether involving all employees (versus only PEX-agents) in the introduction workshop and providing follow-up support from the consultant influenced implementation success, we plan to conduct a coincidence analysis (CNA) treating each participant as a separate case. We will also investigate the perceived "ease of use" of the PEX-tool and selected contextual factors that may have influenced implementation. The results of the CNA will be presented at the conference.

*Conclusion:* Simplicity of a tool does not seem to be sufficient for successful implementation. CNA can help us understand what other aspects are required for even a simple tool to be implemented in an organizational-level workplace intervention.

## **S230**

### **What Happened to the Teams? Obstacles when Measuring the Effect of the Implementation of a Dialogue Tool**

Annette Meng<sup>1</sup>, Birgit Aust<sup>1</sup>, Liv Starheim<sup>2</sup>, Jesper Kristiansen<sup>1</sup>

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*Background:* Research has shown that the collective use of Selection, Optimisation, and Compensation (SOC) strategies in teams is associated with the work ability and well-being of

employees. In this context, a dialogue tool (PEX) to support the development of collective SOC strategies was developed. PEX is the acronym for Prioritising tasks, Exploiting resources, and eXternal resources, which are based on the three SOC strategies, but uses a different terminology for a more intuitive understanding of the academic terms selection, optimisation, and compensation. The purpose of the study was to evaluate the association between the implementation of the PEX-tool and the use of collective SOC strategies in teams.

*Method:* The research was carried out as an intervention study with a baseline and two follow-up questionnaire surveys in nine nursing homes. In the intervention, the participants were introduced to the PEX-tool and encouraged to use it in their teams. Based on the participants' responses regarding their use of the PEX-tool in their team, an implementation score was calculated. Because both implementation of the tool and the collective use of SOC are to be considered as group-level constructs, data on the implementation of the PEX-tool and the collective use of SOC strategies were aggregated at the team-level. Correlations between implementation of the-PEX tool and change in collective SOC use were then analyzed.

*Results:* The study did not find statistical significant correlations between the implementation of the PEX-tool and changes in the collective use of SOC strategies. However, analyses also showed that intraclass correlations were problematic. Although the ICC(1) values fulfilled the requirements to justify aggregating the data at the team-level, the ICC(2) values were low for both the implementation scores and the collective SOC scores questioning the reliability of the team means in the analyses and reducing the statistical power. Scrutinising the data revealed that the low ICC(2) scores to a large extent could be explained by low within-team agreement questioning the practical validity of teams.

*Conclusion:* The lack of association between the implementation of the PEX-tool and collective use of SOC strategies may partly be explained by this methodological weakness. Aggregating data on group-level constructs from the individual to the group level is generally recommended. The results illustrate methodological challenges associated with using this method in practice, amongst other, because of difficulties to appoint team membership accurately in practice.

*Reflections:* Does the lack of clearly defined teams pose a challenge for the implementation of interventions targeting teams? And are there ways to map informal teams in workplaces, which may contribute to reduce this problem in future research.

## **Symposium 51: Systemic and Digital Innovations for Healthy Healthcare**

Chairs: Annet de Lange, Marit Christensen

This symposium explores the systemic and relational foundations of Healthy Healthcare by focusing on co-creation, smart technology use, and integrated process redesign. The included contributions examine how reciprocal relationships, transdisciplinary collaboration, and digital innovation can be leveraged to improve care quality, staff well-being, and organizational sustainability.

The first presentation aims to identify existing, evaluated PCIC-related initiatives in the international and national literature and conducts a realist synthesis to identify potential mechanisms, contexts, and their evaluation results. The second outlines a transdisciplinary research architecture for studying co-creation of care, bridging disciplinary silos. The third explores smart use of Electronic Health Records (EHRs), identifying psychological, technological, and organizational factors that support adaptive digital practices. Fourth, the ErgoVSM method is introduced as a way to embed work environment considerations into Lean process improvements. Finally, the paper of Teoh et al. reviews natural organizational

interventions (which are interventions taking place without input from external researchers) to examine the full spectrum of outcomes organizations themselves seek to change. Together, these studies highlight how systemic and relational as well as digital innovations can support the Healthy Healthcare agenda.

## S231

### **Transforming Vision to Healthy Healthcare Practice of person-centred and integrated care**

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*Background:* The Swedish government launched a national health system reform in 2018 aimed at shifting the healthcare system towards more accessible, patient-centred, and locally delivered care, commonly known as the transition to Person-Centred and Integrated Care (PCIC) – Nära vård. The reform highlights equity as a fundamental element of sustainable healthcare, emphasising that PCIC could decrease current disparities in access and outcomes across different social groups and geographic regions. While many innovative healthcare solutions or initiatives aim to increase care efficiency or improve care quality, the design, implementation, and evaluation of such solutions or initiatives are not consistently carried out, risking failure to meet their goals. There is an urgent need to understand why, how, and for whom PCIC-related initiatives succeed in local care settings by identifying the context (C): under what conditions does the initiative work? mechanisms (M): what makes the initiative work? and outcomes (O): what patient, workforce, or organization-related outcomes can be observed? This study is part of a wider project that applies a realist evaluation framework and the Healthy Healthcare model to develop and test CMO configurations. The aim of this study is to identify existing, evaluated PCIC-related initiatives in the international and national literature and conduct a realist synthesis to identify potential mechanisms, contexts, and their evaluation results (outcomes).

*Method:* The research team will set up search strings and terms. Librarian support from Karolinska Institutet will assist in testing and conducting the systematic search in relevant databases. We will additionally use large language models to identify grey literature. To review studies, extract data, and conduct analysis of the identified literature, we utilize Covidence. We will conduct the review and analyze the data guided by the key question of a realist synthesis as presented by Nielsen and Miraglia. What were the key elements and mechanisms of the initiative process? What were the key elements of the initiative content? What were the contextual elements? What were the programme theories for making changes to the way work is organized, designed and managed and the processes by which change is brought about? What outcomes were expected, and were they achieved? What are the learnings?

*Results:* Results will be ready to be presented in June.

*Conclusion:* The identified theoretical CMO configuration is a crucial step in determining which PCIC-related initiatives are effective for whom and in what context. The next step is to identify 10 PCIC cases and empirically test the CMO configuration.

**S232**

**Overcoming Disciplinary Silos in Healthcare Research: Designing a Transdisciplinary Research Architecture to Study Co-Creation of Care**

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Healthcare's dual human crisis — insufficient patient- and insufficient staff-centeredness — demands responses that transcend disciplinary boundaries. Yet research on occupational health, patient experience, and healthcare design remains largely siloed. The transdisciplinary project *Toward Human-Centred Healthcare: Understanding, Measuring, and Promoting Co-Creation of Care (CCC)* set out to bridge these divides by co-creating a shared research architecture across five academic institutions and disciplines: occupational health psychology, nursing science, health-service management, biomedical ethics, and design research.

This presentation outlines how the consortium jointly developed an integrative model of Co-Creation of Care, organized seven interdependent work packages, and aligned diverse epistemologies and methods to study a central relational process - everyday care interactions between patients and nurses. Drawing on the two-year proposal-development phase, we illustrate mechanisms that enabled transdisciplinary synthesis: iterative model-building workshops, common language development, and shared constructs such as relational coordination, empathy, and value co-creation. We further describe how this architecture is now being implemented in ongoing empirical work packages, ranging from surveys and observations in Swiss hospitals to in-depth interviews, cultural probes and expert workshops. Throughout the project, the understanding of Co-Creation of Care is being refined in real healthcare settings, generating practical insights on how to measure, promote, and integrate Co-Creation of Care, in order to promote well-being of patients, staff and organizations.

By making the process of co-creating research itself visible, the presentation contributes actionable strategies for overcoming disciplinary silos and advancing systemic Healthy Healthcare. It demonstrates how occupational health psychology can extend its reach toward system-level well-being and support the design of human-centred, sustainable healthcare systems. It has an impact on the three HHC pillars: (1) staff: strengthen psychosocial resources, engagement, and professional meaning by framing relational care as a shared competence; (2) patients: enhance trust, participation, and safety through mutual understanding and empathetic interaction; and (3) the organization: align quality, efficiency, and culture through a common language for human-centred, sustainable healthcare.

**S233**

**Exploration of Factors Explaining Smart Use of Electronic Health Records and Related Staff, Organizational and Patient Outcomes: A Qualitative Study**

Judith Engels<sup>1</sup>, Maitta Spronken<sup>1</sup>, Rogier Van de Wetering<sup>1</sup>, Jol Stoffers<sup>1,2,3</sup>, Joris Van Ruysseveldt<sup>1</sup>, Annet De Lange<sup>1,4,5,6</sup>

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*Background:* Hospitals have widely adopted Electronic Health Records (EHR's) and proceeded to the post-implementation phase. In order to realize the EHR's full potential, healthcare professionals must continuously engage in behaviours directed towards complete, adaptive, and explorative EHR use to achieve favourable individual, organizational and patient outcomes.

The present interview study aimed at identifying psychological, work design, technological, and organizational factors that explain smart EHR use behaviours of healthcare professionals, and sought to examine related outcomes on the individual, organizational, and patient level.

*Method:* We conducted 12 semi-structured interviews with multiple stakeholders (e.g. digital doctors/nurses, EHR-advisors, HR-policy-advisor) from a Dutch regular hospital and a Dutch academic hospital. The interview data is being analyzed according to the thematic analysis approach by Braun and Clarke (2021).

*Results:* Preliminary results show that psychological/individual factors (e.g. individual engagement, innovation orientation), work design factors (e.g. availability of time/adequate workload), technological factors (e.g. availability of basic technological requirements, integration of (smart functionality) in EHR), and organizational factors (e.g. innovation orientation of hospital, participation of staff in EHR optimization) were related to healthcare professionals' smart EHR use. Related outcomes were, for instance, increased individual efficiency and well-being, enhanced team- and organizational efficiency, and improved security and quality of patient care. By the time of the conference, the thematic data analyses will be completed.

*Conclusion:* This study is the first to shed light on multidisciplinary factors related to healthcare professional's smart EHR use and related outcomes on the staff, organizational, and patient level. Thereby, this study contributes to exploiting the EHR's potential and provides indications for promoting healthcare professional's working conditions and well-being, organizational sustainability, and patient care.

## **S234**

### **ErgoVSM in Practice: Embedding Work Environment Considerations into Lean Process Improvements in Healthcare**

Kasper Edwards

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*Background:* Lean methods such as Value Stream Mapping (VSM) are increasingly used to improve patient flow and care efficiency. However, Lean-driven changes may unintentionally intensify physical or psychosocial workload when work environment considerations are not integrated into the redesign process. Ergonomic Value Stream Mapping (ErgoVSM) is a methodological adaptation of VSM that systematically incorporates analysis of physical strain, work content, and task distribution during process improvement. This aligns with the Healthy Healthcare (HHC) framework by seeking to benefit staff well-being, patient care quality, and organizational performance simultaneously. This presentation demonstrates how the ErgoVSM method can support changes that improve both patient mobilisation practices and staff working conditions in an orthopedic inpatient ward.

*Method:* The case concerns a Danish orthopedic bed ward treating hip fracture patients. A standard VSM workshop was expanded using the ErgoVSM procedure, which includes: (1) mapping physical work demands alongside process flow; (2) identifying mobilisation-related strain points; and (3) collaboratively generating improvements with frontline clinicians and the ward manager. Data for evaluation included participant observation, workshop materials, field notes, and pre/post feedback discussions with staff and the manager. (This presentation focuses on this single case from a broader multi-site research programme.)

*Results:* ErgoVSM led to new mobilisation routines, daily interdisciplinary coordination, and increased use of assistive devices. Patient mobilisation occurred earlier, and mobilisation-related staff injuries ceased. Staff reported reduced physical strain, though some reported increased coordination demands.

*Conclusion:* The case illustrates that work environment design can be built into Lean process redesign when the method actively foregrounds it. ErgoVSM supports HHC-aligned change where patient flow improvements and staff well-being are addressed together—though psychosocial workload must be monitored to ensure sustainable benefits.

## **S235**

### **Natural Organizational Interventions: Challenging the Dominance of Well-being and Performance Outcomes in Healthcare**

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*Background:* The 'Healthy Healthcare' concept highlights the inherent link between working conditions, staff well-being, and patient care. However, much intervention research fails to capture this systemic complexity, often adopting an individual-focused perspective (e.g., on burnout) within researcher-initiated studies. This has led to a narrow evaluative focus, shaped by researchers, which overwhelmingly prioritises well-being and performance. This restricted view is problematic, as it risks neglecting other outcomes crucial to the wider healthcare system and fails to capture success from an internal stakeholder perspective. This study addresses this gap by reviewing natural organizational interventions (which are interventions taking place without input from external researchers) to examine the full spectrum of outcomes organizations themselves seek to change.

*Method:* We employed a multiple case study approach, reviewing 19 natural organizational interventions within the English and Welsh National Health Service. Interventions were included if initiated and conducted by internal stakeholders. The interventions covered aims such as flexible work, workload reduction, and improving well-being. Core data was drawn from 23 semi-structured interviews with intervention leads, including clinicians, managers, and staff well-being leads. This data was supplemented by additional sources, including evaluation reports, presentation slides, and internal guides. We used template analysis to inductively identify and categorise the targeted outcomes.

*Results:* Our analysis identified five distinct, multilevel categories of outcomes: well-being, performance, learning, workforce, and decent work. While well-being and performance were present in all 19 cases, they included broader organizational-level outcomes like compassionate culture and service efficiency. Critically, three other outcomes were equally prominent. Learning outcomes covered employee skills and organizational capacity to use data and recognise that change is possible. Workforce outcomes focused on practical needs like improving retention. Decent work outcomes included employee-level voice and organizational-level fairness. We also identified "chains of influence" that directly unpack the relationships between the 'three pillars' of healthy healthcare; for example, improved employee well-being led to better organizational retention (Workforce) and reduced agency costs (Performance).

*Conclusion:* This study contributes directly to the 'Healthy Healthcare' agenda by moving beyond an individual-focused perspective. By studying natural interventions, we demonstrate that organizations are systemically concerned with outcomes far beyond just well-being and performance, including learning, workforce stability, and decent work. Our findings provide a comprehensive, multilevel model that shows how these elements are interlinked. This implies that to create genuinely healthy healthcare systems, researchers and practitioners must adopt this wider, more systemic lens. Interventions must engage internal stakeholders to ensure they reflect these diverse, interconnected needs, rather than imposing a narrow, researcher-driven agenda.

## **Symposium 52: The Mental Health Toolkit: From Research to Practice in Finnish Organizations**

Chairs: Pauliina Mattila-Holappa, Virpi Ruohomäki

Mental health is increasingly recognized as a critical occupational health issue. Current trends influencing health and work include demographic, technological, and socio-cultural changes. In response to these trends, the Ministry of Social Affairs and Health has initiated the Mental Health at Work Programme (2000–2025), which emphasizes proactive measures to support work ability and mental health at the workplace level. The primary goal of the program is to shift the focus of mental health support in the workplace from individualized problem-solving to the prevention of work ability problems within work communities. As part of the Programme, this toolkit has been developed through long-term research and collaboration by an interdisciplinary team of researchers and experts. Its dissemination has been bolstered by a comprehensive communication campaign and workplace consultations. The Mental Health Toolkit has had a significant impact on Finnish work-life, with participation from a total of 3,500 workplaces and approximately 230,000 instances of tool usage.

This symposium provides an overview of the implementation of the Mental Health Toolkit in Finnish organizations through five interconnected presentations. The symposium illustrates the process of translating research into practice, highlighting the sequence of actions from identifying societal needs to reviewing research evidence, developing and digitalizing concrete tools, disseminating these tools, and supporting their application in working life, and evaluating the process and impact. The first presentation introduces the Mental Health Toolkit, discussing its practical applications, conceptual foundations, and the array of tools it encompasses. The second and the third presentations centre on specific tools, the Recovery Calculator, and the Job Burnout Traffic Lights for work communities, and share experiences regarding their application. Subsequently, an analysis of the facilitators, barriers, and perceived benefits of the Toolkit is conducted. Finally, the impacts of the toolkit are examined.

### **S236**

#### **The Mental Health Toolkit: From Research to Practice in Finnish Work Organizations**

Pauliina Mattila-Holappa<sup>1</sup>, Salla Toppinen-Tanner<sup>1,2</sup>

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*Background:* The Finnish Institute of Occupational Health developed the Mental Health Toolkit as part of the Mental Health at Work Programme (2000–2025), coordinated by the Ministry of Social Affairs and Health. The programme responds to demographic, technological, and socio-cultural changes affecting health and work, aiming to proactively support work ability and mental health at the workplace level. The Toolkit was designed to translate research findings into practical, digital resources for workplaces, including surveys, assessment tools, and workshop materials, all available free of charge: the Mental Health Toolkit. Workplace actions to promote mental health can be divided into three levels. First, it is essential to create conditions for good work and prevent problems. Second, the workplace should identify and address issues as they arise. At the third level, support is provided for employees when challenges related to work ability and mental health occur. Occupational safety and occupational health care are important partners in this effort.

*Method:* The project progressed through several phases: a) identifying societal needs, b) reviewing research evidence, c) developing and digitalizing concrete tools, d) user testing, e) disseminating these tools, and supporting their application in working life, e) reporting and

evaluating the impact and coverage. Tool selection was based on research evidence; focusing on factors linked to workplace mental health, as well as proven interventions. The development process leveraged existing research evidence and methods from the Finnish Institute of Occupational Health. Dissemination was supported by a comprehensive communication campaign, workplace consultations, and innovative approaches such as direct marketing and scheduled webinars.

*Results:* During the project period, 3,500 workplaces participated, and the Toolkit was used 230,000 times. The most popular resource was the "How Are You Feeling?" well-being at work -survey. Other widely used tools were e.g. the Recovery Calculator and Substance Abuse Program Tool. Although designed for ease of use, the "consultation to get started" services provided by the Finnish Institute of Occupational Health were highly valued with hundreds of presentation sessions delivered to workplaces.

*Conclusion:* Designing and disseminating digital tools is an effective way to bring research findings into practice. Innovative dissemination methods help to reach new target groups. While mental health promotion remains a challenge in many workplaces, these tools have helped to concretize actions that can lead to meaningful results.

## **S237**

### **The Recovery Calculator and its Application Experiences in Finnish Work Organizations**

Virpi Ruohomäki

Finnish Institute of Occupational Health, Helsinki, Finland

*Background:* The Finnish Institute of Occupational Health has developed the research-based Mental Health Toolkit. That is a collection of digital, free-of-charge tools and materials aimed at supporting mental health at work. This presentation focuses on one practical tool called the Recovery Calculator and its application experiences in Finnish work organizations. Recovery from workload and stress improves health and well-being as well as work ability. During recovery, many processes that strengthen physical and mental resources begin in the body. Recovery during working hours can be promoted, for example, by a reasonable workload and pace of work, breaks, functional workplace, nutrition and good team spirit. The Recovery Calculator is designed to evaluate and develop working conditions from the perspective of recovery. This practical tool is meant for supervisors in co-operation with the personnel. The team or work unit assesses their practices with the calculator's questions. The calculator provides immediate feedback on the status of recovery practices and recommended development actions.

*Method:* The Recovery Calculator is widely applied in different industries and organizations of different sizes, but most often in large organizations. Data was collected and analyzed from 2762 responses to the Recovery Calculator in 2021-2024.

*Results:* The responses to the Recovery Calculator showed key observations that organizations should pay particular attention. Long working weeks without sufficient recovery weaken health and well-being. Even 36% of the organizations had people who work more than 50 hours a week. Total working hours should not exceed an average of 48 hours per week. The organization's management has a critical role in limiting work to working hours. Most organizations (71%) have agreed on the conditions under which employees must be available during their free time, like answering messages and calls. However, only 43% of the managers were able get their work done during working hours. Recovery during the working day can be promoted by taking breaks. Lunch breaks (85%) and coffee breaks (80%) were common. Half of the organizations had practices that promote commuting and workplace exercise. But only

32% of the organizations had such meeting practices that enabled breaks and transitions between meetings. It is important to discuss regularly issues related to workload and well-being at work. This was done during development discussions between supervisors and employees in 56% of the organizations.

*Conclusion:* The Recovery Calculator is a useful tool for organizations to identify and solve problems that are critical for recovery. This practical tool helps to understand the team's or work unit's challenges related to recovery and assess its development needs. The Recovery Calculator is also suitable as part of risk assessment and occupational health co-operation to enhance mental well-being in organizations.

## **S238**

### **A Tool for Work Communities to Detect Burnout at Work**

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*Background:* According to a recent study, every fourth Finnish employee is at risk of burnout or likely suffers from burnout symptoms. Such prevalence illustrates the need to mitigate and prevent burnout in workplaces. To prevent burnout as a chronic state of ill-being, the first essential step is to detect the development of burnout symptoms early on. For this purpose, the Finnish Institute of Occupational Health has developed an online tool called "Job Burnout Traffic Lights for Work Communities," which is free to use. The survey is intended for workplaces that want to identify the presence and prevalence of burnout symptoms and risk of burnout.

*Method:* The tool is based on a recent and updated conceptualization of burnout called the Burnout Assessment Tool (BAT). BAT and the self-report survey scale to measure it have been developed at KU Leuven in Belgium. The Finnish Institute of Occupational Health has validated the survey scale in Finnish. The Burnout Traffic Lights tool has 12 survey items, which measure the occurrence of four main symptoms of burnout: exhaustion, mental distance, cognitive impairment, and loss of emotional control, each with 3 items. The average result of responses to these twelve items provides a single burnout score, which, based on a validation study, can be categorized into one of the three "traffic light" groups: green (no burnout), orange (at risk of burnout), or red (suffering from burnout). A contact person from the organization orders the survey link from the website and distributes it to the employees.

*Results:* The tool provides a report for the individual respondents and for organizations. Individual respondents receive personal feedback, as the report shows their results and whether they belong to a green, orange, or red group, along with tips and advice for their specific situation, and a comparison with the results of the average burnout symptom prevalence in the Finnish working population. For organizations, the report shows the average results of the respondents, a comparison with the Finnish population average score, and proposals for measures based on the results.

*Conclusion:* By using a validated self-report survey scale that is based on an updated conceptualization of burnout and validated risk-groups for burnout, this tool provides a practical measure for organizations to detect burnout symptoms early on. With this information, organizations together with individual employees can develop working conditions to reduce and prevent burnout.

**S239**

**The Facilitators, Barriers, and Perceived Benefits of the Web-based Mental Health Toolkit Implementation at Finnish Workplaces**

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*Background:* Mental health disorders have surpassed musculoskeletal diseases as the most common cause of both temporary and permanent disability. However, effective work ability management and support measures can prevent mental health disorders and support work ability and return to work. To this end, the Finnish Institute of Occupational Health has developed a research-based Mental Health Toolkit, which is available online and free for everyone. The aim of our study was to 1) identify factors that facilitated or hindered the implementation of the tools from the Mental Health Toolkit as part of work ability management in medium-sized and large workplaces in Finland, and 2) examine the effects of using the toolkit on workplace operations.

*Method:* The study was conducted during the years 2023-2024. It involved six Finnish workplaces from different sectors. The current state of work ability management was examined through a survey, followed by two workshops for each workplace. In the first workshop, the survey results were reviewed, discussed, and the tools from the toolkit were presented. Based on the needs of the workplace, each workplace selected 1-2 tools to be implemented. In the second workshop, participants trialled their chosen tools and anticipated factors that would facilitate or hinder implementation. Approximately six months after implementation, group interviews were conducted where participants assessed the success of the implementation. The Consolidated Framework for Implementation Research (CFIR) framework was used for identification. The interviews were analyzed using thematic analysis methods.

*Results:* Key facilitators included alignment with organizational strategies, a supportive coordinator, and integration into existing practices. Barriers included resource and time constraints, poor fit with tasks, insufficient communication, and limited meeting opportunities. The tools were perceived to enhance employees' sense of being heard, support discussions on well-being, and improve work practices.

*Conclusion:* The study highlights the importance of strategic alignment and organizational support in implementing mental health tools. Our findings provide valuable insights for future workplace interventions, emphasizing the need to consider workplace-specific contexts. These results highlight the potential of web-based tools to promote mental health and employee participation when effectively integrated and supported.

**S240**

**Putting IOOI Framework Through Paces - The Mental Health Toolkit and The Search for Impact**

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*Background:* Workplaces serve as suitable arena for implementing preventive interventions that foster individuals' mental well-being and work ability. The Finnish Institute of Occupational Health has been responsible for disseminating the Mental Health Toolkit, a collection of free tools and materials aimed at supporting workplace mental well-being. The toolkit comprises various tools, including resources for assisting supervisors and a digital platform for evaluating individual well-being at work. The tools are grounded in previous research, and some have undergone impact assessments, and are therefore considered effective in generating real-world benefits.

*Method:* To understand the real-life effectiveness, employee impacts, and economic benefits of the Mental Health Toolkit, we present an evaluation method of the Mental Health Toolkit based on the IOOI framework (Input, Output, Outcome, Impact). The evaluation was conducted as both a pre-evaluation and as part of an assessment of ongoing operations. Our approach incorporates case examples, combines them into a total view on the Mental Health Toolkit while extending the IOOI framework with a focus on addressing specific needs and objectives. The extended framework integrates available statistics, findings from previous research, and data from digital platforms, synthesizing them into an estimation of the potential impacts. As a limitation, not all operations could be evaluated with available data.

*Results:* The adoption rates of digital tools indicate that they are accessible, and potentially effectively meet the needs of workplaces. Moreover, integrating user data, prior research, and statistical analyses within the extended IOOI framework highlights the potential impact of the toolkit in enhancing mental health in the workplace.

*Conclusion:* The integration of prior research and impact assessments enhances the credibility and reliability of the toolkit as a resource for promoting mental well-being. Although the evaluation provides a limited perspective compared to a comprehensive post-implementation assessment, the findings emphasize the importance of promoting and supporting similar evidence-based initiatives, as well as the value of systematic evaluation frameworks, at both national and organizational levels to improve workplace mental well-being. Additionally, the evaluation of the Mental Health Toolkit using the extended IOOI framework highlights its potential applicability for other program evaluations.

### **Symposium 53: Why Do We Get Depleted, How Do We Replenish? The Interplay of Recovery, Crafting, and Energetic Processes at the Day-level**

Chairs: Miika Kujanpää, Julie Ménard

The contemporary post-pandemic work context presents an ensemble of new and intensified challenges for employees. Settings characterized by high workloads, a multitude of meetings, and alternating between onsite and remote work create increasingly complex and fragmented schedules. While such arrangements offer flexibility, they may undermine employees' ability to sustain energy and engagement during work hours and make it more difficult to detach from work-related stress when needed. Despite growing scholarly interest in daily recovery processes, we still know surprisingly little about how specific features of daily work and personal strategies shape moment-to-moment fluctuations in detachment, energy, and further outcomes such as engagement.

This symposium responds to these gaps by drawing on recent developments in day-level research on employee recovery, energy, and crafting. Across five contemporary studies, we present a detailed account of micro-level processes that unfold within the workday, and spill over into employees' nonwork time. By integrating daily diary studies, experience sampling, and physiological measures, and by examining diverse contexts such as hybrid work, meeting-heavy schedules, afternoon energy slumps, and return to work after parental leave, this symposium offers granular perspective on recovery in contemporary work contexts.

Collectively, our findings are informative for organizational policy and practice, offering evidence-based guidance on meeting the fluctuating demands of modern work. The results underscore the crucial role of daily detachment from work both during and after the workday, and highlight the importance of keeping high-quality sleep, particularly in hybrid work contexts. Importantly, we also demonstrate that actively crafting the workday based on individual needs is a promising strategy for counteracting experiences of stress and frustration, sustaining energy, and protecting recovery.

**S241**

**From Meeting to Meeting: Daily Recovery from Meetings and its Relationships with Job Burnout and Performance**

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*Background:* Workplace meetings are a central part of contemporary work, yet their effects on employee well-being and job performance remain incompletely understood. In particular, the role of detachment from meetings and multitasking during meetings in influencing daily recovery and work outcomes warrants further investigation, since understanding these mechanisms is essential for clarifying how daily meeting experiences shape daily recovery processes and work-related functioning. This study contributes to the existing knowledge on meetings by examining, for the first time, whether the meeting load, detachment between meetings, and multitasking during meetings predict job burnout and self-rated job performance during the workday.

*Method:* In this study, a daily diary design was employed, and one-week diary data collected from a heterogeneous sample of 107 Finnish employees in spring 2025 was utilized. The data was analyzed by using multilevel path modelling using Mplus.

*Results:* The results showed that daily meeting load was not directly associated with increases in afternoon job burnout (Est. = 0.03,  $p = .168$ ) or changes in job performance (Est. = 0.01,  $p = .738$ ). However, meeting load negatively predicted psychological detachment between meetings (Est. = -0.32,  $p < .001$ ), which in turn was associated with lower job burnout (Est. = -0.13,  $p = .001$ ) and higher job performance (Est. = 0.12,  $p = .012$ ), indicating significant indirect effects. Daily multitasking during meetings directly predicted higher job burnout (Est. = 0.10,  $p = .033$ ) and lower job performance (Est. = -0.14,  $p = .024$ ), but its indirect effects via detachment were not significant.

*Conclusion:* The findings highlight the importance of facilitating detachment between meetings to support employee well-being and job performance. Reducing excessive meeting load and minimizing multitasking may help employees recover better during the workday and maintain higher performance. These insights offer valuable direction for organizations seeking to design meeting practices that not only enhance efficiency but also safeguard employee well-being.

**S242**

**Working Your Way Through the Afternoon Slump – Job Crafting, Personality, and Trajectories of Human Energy**

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Needs-based crafting – behaviour aimed at satisfying psychological needs during periods of work or rest – has been linked to human energy (i.e. the subjective experience of vitality) within persons. There is empirical evidence that needs-based crafting is associated with more favourable trajectories of energy during the day, making workers fly higher during the day on days when they craft more than usual. Drawing on this line of research, we zoom into changes in energy during the afternoon – a phase of relative resource depletion (i.e., a decrease in energy) due to chronobiological drivers and the exertion of effort at work. To extend previous research, we distinguish between crafting oriented towards avoidance (satisfying needs for detachment and relaxation) vs. approach (satisfying needs for autonomy, mastery, meaning, and affiliation). We examine to what extent avoidance and approach crafting link differentially to

decreases in energy during the afternoon. Given that the effectiveness of avoidance and approach crafting may depend on alignment with individual preferences for avoidant vs. approaching needs, we consider the fit between personality x crafting orientation by studying the interplay of extraversion and crafting.

We conducted a preregistered experience-sampling study over up to 18 consecutive days, covering mostly workdays. Participants provided self-reports of energy four times per day (morning, noon, afternoon, and bedtime) and needs-based job crafting in the afternoon. Drawing on up to 1,117 self-reports nested within 511 days from 76 workers, we replicate evidence on inverted U-shaped trajectories of energy during the day increasing in the morning, peaking around noon, and decreasing during the afternoon and evening. Applying piecewise growth modelling we zoom into changes in energy from noon to afternoon. In line, with the assumption of personality-crafting fit, we found evidence for a three-way interaction of time, crafting orientation, and extraversion. Energy decreased least on days when introverted workers engaged in crafting for detachment and relaxation (avoidance) more than usual. Additional analyses revealed that this pattern was unique to fit regarding extraversion compared to neuroticism, agreeableness, openness to experience, and conscientiousness.

Our study contributes to describe and explain the energy curve during the day. The results highlight the relevance of aligning crafting behaviours with person-specific preferences for avoidance vs. approach as reflected in personality traits, such as extraversion. The pattern of results points to leverage points for optimizing individual energy management during the workday. The relatively small and highly educated sample warrants caution upon generalizing before replication.

## S243

### **Crafting the Return: How Working Mothers Use Job Crafting to Recover and Thrive After Parental Leave**

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*Background:* Returning to work after parental leave represents a major psychological transition. For many mothers, this period involves reestablishing work routines while maintaining substantial caregiving responsibilities, often leading to challenges in psychological need satisfaction and recovery. Grounded in the Integrative Needs Model of Crafting (INMC; de Bloom et al., 2020) and within-person models of recovery, this study explored whether mothers actively regulated their needs during the workday through need-based job crafting—self-initiated changes in their work activities to fulfil their needs—to foster recovery.

*Objectives:* This study examined how momentary experience of need frustration (NF), job crafting, and need satisfaction (NS) interact to predict psychological detachment from work, a key recovery outcome. We hypothesized a serial process in which momentary need frustration would elicit job crafting, which would, in turn, enhance need satisfaction and promote detachment from work later in the day. among mothers recently back from parental leave.

*Method:* Participants were 46 working mothers who had returned to work within the past year following parental leave. Using an experience-sampling design, participants completed brief surveys four times daily over two weeks, yielding 154 complete workdays. A three-level Bayesian time-lagged mediation model (moments within days, nested within persons) was estimated to test the serial pathway:  $NF_{t-1} \rightarrow \text{Job Crafting}_t \rightarrow NS_t \rightarrow \text{Detachment}_t$ .

*Results:* Within-person analyses showed that greater momentary need frustration predicted higher subsequent job crafting at the next moment ( $B = 0.156$ , 95% CI [0.032, 0.283]). Job crafting predicted higher need satisfaction ( $B = 0.481$ , 95% CI [0.373, 0.586]), which in turn predicted stronger psychological detachment from work ( $B = 0.679$ , 95% CI [0.321, 1.033]), even after controlling for lagged detachment and crafting. The serial indirect effect was significant ( $B = 0.048$ , 95% CI [0.008, 0.108]).

*Conclusion:* These preliminary results offer early support for the Integrative Needs Model of Crafting, suggesting that momentary need frustration can trigger adaptive self-regulation through job crafting, leading to restored need satisfaction and recovery via detachment. The findings underscore job crafting as a promising micro-strategy for mothers navigating the complex return-to-work transition. Encouraging small, self-directed adjustments in work tasks or interactions may help mothers counteract daily need frustration, sustain need fulfillment, and maintain well-being while balancing dual demands of work and caregiving. Ongoing data collection will allow for more robust tests of these dynamic processes.

## S244

### **Sweet Dreams or Restless Nights After Remote Workdays: A Stressor-Detachment Perspective on Daily Hybrid Work**

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*Background:* The rapid shift to hybrid work arrangements in recent years has further intensified the trend of blurring work and home boundaries, presenting a potential challenge for employees' optimal recovery. Yet, it is still unclear how remote workdays impact daily recovery in the hybrid work context. We examined a process based on the Stressor-Detachment Model (Sonnentag & Fritz, 2015) wherein remote workdays were expected to hinder sleep quality through lowering evening detachment experiences. However, we argue for the opposite on days with high workload, as remote work could allow for more flexibility to manage the flow of work tasks on busy days, protecting recovery. Our study covers both work and nonwork time during the workweek, providing a detailed view on what happens after the regular working hours when employees have a remote (as compared to an onsite) workday.

*Method:* To examine our hypotheses, we conducted a two-week daily diary study among 187 white-collar workers in a private investment company specializing in consumer goods. The participants provided a total of 2,893 valid daily measures. Work location and workload were measured during the afternoon, detachment was measured during the evening, and sleep quality was measured the following morning. Analysis was conducted using Bayesian multilevel modelling with noninformative priors.

*Results:* We found that the main effect of remote work on sleep quality through detachment was nonsignificant. Instead, remote work only hindered sleep through poorer detachment during days with low workload. As expected, remote workdays resulted in improved sleep quality through better detachment when daily workload was high.

*Conclusion:* When examined at the day-level, remote work does not generally lead to a poorer daily recovery process after the workday than does onsite work. However, as demonstrated by our findings regarding workload, the effects of remote work on recovery are conditional on the daily work context. Our results highlight the need to disentangle positive and negative daily processes in remote work, indicating that a flexible hybrid work model including a mix of remote and onsite days within a workweek might offer the "best of both worlds" to support optimal recovery. Organizations could benefit from policies that allow for flexible remote working especially during busy time periods.

**S245**

**Interplay of Psychological and Physiological Recovery in Finnish Employees: Within-person Level Impacts on Next-Day Work Engagement**

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*Background:* Remote and hybrid work blurs boundaries between professional and personal lives, changing recovery opportunities from work demands. Recovery mitigates psychological and physiological strain from work-related stress. While psychological recovery experiences such as detachment, relaxation, and mastery support well-being and performance, their relationship with physiological recovery markers remains underexplored. This study explored the interplay between psychological and physiological recovery experiences and their influence on next-day work engagement in hybrid work settings. We investigated how subjective recovery experiences in the evening relate to physiological recovery and how these processes jointly influence next day work engagement.

*Method:* The study used data from a three-week, unblinded, randomised cross-over trial with remote and hybrid workers (n=57). Recovery was examined during control and intervention periods. Physiological recovery was based on wearable (Bodyguard 3) data, including heart rate, heart rate variability, and accelerations. Data processing of Firstbeat Life analyses provided scores for physical activity, stress duration, relaxation duration, and sleep quality. Psychological recovery was assessed using daily online surveys, including self-reported detachment, relaxation, autonomy, mastery, meaning, and affiliation in the evening. The 3-item Utrecht Work Engagement Scale (UWES) measured work engagement. Multilevel regression analysis tested the hypotheses.

*Results:* Within-person correlations showed that mastery was positively associated with physical activity and negatively with stress duration. Regarding work engagement, meaning, affiliation, and sleep were positively correlated, and stress duration was negatively correlated. In multilevel regression analyses, sleep predicted higher next-day work engagement. When psychological and physiological recovery measures were considered jointly, meaning also emerged as a significant predictor of next day work engagement. The other recovery indicators showed no significant effects.

*Conclusion:* These findings could have practical implications for workplace health promotion, especially in the context of increasingly blurred boundaries between work and personal life. Interventions that support the quality and amount of sleep and foster meaningful leisure experiences may enhance employees' work engagement and well-being in remote and hybrid work settings.

**Symposium 54: Worker Engagement in Action: Participatory Strategies to Advance Well-Being Across Program Stages**

Chair: Jennifer Cavallari

Engaging workers meaningfully in efforts to improve their well-being is essential for achieving lasting impact. Research demonstrates that worker involvement across all stages of workplace programs - from development through implementation and sustainability - leads to more effective and relevant outcomes for both employees and organizations. However, there is no single method for engagement; strategies should align with the specific goals, context, and stage of program development.

This symposium highlights diverse participatory approaches for engaging workers in the promotion of occupational health and well-being. Presentations are drawn from projects within the Center for the Promotion of Health in the New England Workplace (CPH-NEW), a U.S. National Institute for Occupational Safety and Health (NIOSH) Center of Excellence for Total Worker Health®. Together, these projects showcase how worker participation can inform, shape, and sustain workplace well-being initiatives across multiple sectors. The first two presentations illustrate methods for engaging workers during the needs assessment phase. The first describes a collaborative process in which correctional workers helped design and implement a workforce survey to assess mental health needs within their system. The second uses photovoice, a photo-journaling technique, to engage elementary school educators in identifying and communicating workplace stressors and opportunities for change. The third presentation demonstrates how organization-wide listening sessions in a health care facility helped uncover root causes of well-being challenges and informed the development of targeted interventions. The fourth presentation focuses on training program facilitators across diverse industries to take active roles in program implementation and to strengthen sustainability. The fifth and final presentation explores an arts-based approach to assessing and reinforcing program sustainability in a health care setting. The symposium concludes with a panel discussion reflecting on lessons learned, common themes, and practical considerations for implementing participatory engagement across all stages of workplace well-being initiatives.

## **S246**

### **Participatory Design and Implementation of a Workforce Needs Assessment Among US Correctional Workers**

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*Background:* Correctional employees experience significant occupational stressors that adversely affect mental health. Participatory interventions help address these challenges by involving workers in identifying problems and developing solutions. The Intervention Design and Analysis Scorecard (IDEAS) provides a structured, worker-led process for identifying root causes of health and safety issues and recommending organizational solutions. Participatory survey design engages workers in selecting and contextualizing survey measures that assess health and guide interventions. In this study, a participatory survey was incorporated into the IDEAS process when early steps produced an unmanageable number of root causes and potential solutions. The survey enabled the design team to gather input from the broader workforce, assess the prevalence of key issues, and ensure solutions recommended to leadership reflected workers' needs.

*Method:* Twelve members of a correction officers' union served as the design team. They used qualitative data from IDEAS Steps 1 and 2 to identify themes and develop quantitative survey measures assessing mental health-related root causes, including operational demands, trauma exposure, workplace environment concerns, interpersonal climate challenges, and limited professional development opportunities. Additional items evaluated proposed intervention concepts such as improvements to report-writing practices, approaches to address trauma exposure, and creation of a peer support program. Descriptive statistics summarized survey responses, which guided the development and selection of the most relevant and appropriate interventions. Findings were synthesized into a rationale for recommendations delivered to organizational leadership.

**Results:** A total of 285 correctional employees completed the survey. Findings showed substantial stress related to operational demands, mandatory overtime, and exposure to potentially traumatic events. Respondents frequently identified unclear or inconsistent report-writing expectations as a preventable stressor. Strong support emerged for a confidential peer support program, and many employees expressed willingness to participate. The survey also revealed gaps in mental health knowledge and a desire for training tailored to the correctional environment. These data were presented to leadership, who approved interventions including enhanced report-writing training and resources, establishment of a peer mentoring and support program, and implementation of correction-specific mental health literacy training.

**Conclusion:** Integrating participatory survey design within the IDEAS process streamlined the transition from Step 2 to Step 3 and produced a manageable, evidence-based set of intervention options. This approach improved alignment between workforce needs and proposed strategies, increased worker ownership, and strengthened leadership support. The study demonstrates the value of combining participatory survey methods with participatory intervention design to promote correctional worker well-being.

## 247

### **Photovoice: A Participatory Approach to Needs Assessment Among Educators**

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**Background:** Photovoice is a photo-journaling exercise that has rarely been used to assess worker mental health needs. Participants use photography to answer questions about their well-being, capturing experiences through images and words that reveal individual, family, and community assets and needs. This empowering process promotes communication around important issues and encourages change by sharing findings with a broader audience. The Total Teacher Health project used Photovoice and a traditional workplace health needs assessment survey to identify educators' mental health needs as part of the Educator Well-being Program. Findings of the two needs assessment methods are evaluated and compared.

**Method:** Photovoice took place over a two-week period. Participants (N=20) from 4 schools were prompted weekly to answer a question by taking photos and writing captions. Questions captured work impacts on mental health and well-being and recommendations for change. Participants submitted 5 photos with captions that best represented their response via text to a study phone. Researchers coded data following an inductive approach. Frequencies by theme and sub-theme were generated for each study week's question. A workplace health needs assessment survey was administered to participants (n=167) at each of the 4 participating schools. Survey items evaluated key personal and job demands and resources, as well as personal and organizational outcomes. Responses to key variables were evaluated alongside Photovoice results.

**Results:** Photovoice received 79 responses to the week 1 prompt asking about the impacts of work on mental health and well-being. Week 1 major themes consisted of psychological self-care (45%), main stressors (38%), and impacts of stress (17%). We received 70 responses to the week 2 prompt asking about recommended workplace changes. Week 2 major themes were organizational (71%) and individual solutions (29%). Survey results revealed elevated rates of depression (39%), anxiety (32%), emotional exhaustion (58%), role overload (37%), and work interfering with life outside of work (53%). Additionally, a majority of participants reported stress exceeding their ability to cope (56%).

*Conclusion:* We found Photovoice results to be consistent with the workplace health needs assessment survey data, offering evidence for its ability to accurately capture worker's experiences and needs. Feedback on the Photovoice process was overwhelmingly positive with respondents indicating they found the project to be meaningful in conveying the workplace challenges they face, especially for a population that is over-surveyed. Findings suggest Photovoice can be an engaging alternative to conventional needs assessment tools.

## **S248**

### **Listening Sessions as a Multi-Purpose Engagement Tool in Participatory Program Implementation**

Serena Rice, Alicia Kurowski

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*Background:* Listening sessions are a flexible participatory method used to engage workers directly in identifying, understanding, and addressing health, safety, and well-being challenges. Listening sessions have served multiple purposes, from needs assessment during COVID-19, to deepening understanding of root causes, to collaborative solution generation that engages the broader workforce. This presentation highlights how listening sessions function as an adaptable engagement tool across program phases and discusses practical lessons learned about what supports the method's success.

*Method:* We implemented listening sessions across several phases of a participatory intervention in a large public mental health facility. Early sessions during COVID-19 provided frontline workers, organizational leaders, and state agency representatives an opportunity to process challenges and envision their ideal workplace. Facilitators used open-ended prompts, structured note-taking, and thematic analysis to identify needs related to communication, respect, workplace culture, and accountability. As the program evolved, listening sessions were built into the structure of the participatory intervention process. Front-line workers were trained to facilitate listening sessions that engaged the broader workforce in identifying the root causes of priority issues as well as collaborative solution generation using a modified hierarchy of controls. Sessions were conducted bi-annually across departments and roles, ensuring diverse representation. Feedback from participants and facilitators, along with comparative analysis of themes across session types, helped identify methodological strengths and areas for improvement.

*Results:* Workers consistently described listening sessions as a respectful, validating, and psychologically safe space to share experiences and generate ideas. The worker-led model fostered trust, candour, and strong engagement, and the use of structured prompts supported rich data collection. For needs assessment, listening sessions effectively surfaced immediate concerns and deeper organizational tensions. For root cause exploration, workers appreciated the facilitated process that helped them articulate connections between systemic issues, communication patterns, and daily work pressures. For solution generation, sessions helped broaden the workforce's sense of agency and creativity. However, challenges included variability in facilitation skill and the need for clear expectation-setting when discussing feasible solutions. Time constraints sometimes limited discussion depth, and some participants preferred more structured follow-up to ensure transparency around how their input informed action. Despite these challenges, feedback indicated that listening sessions remained one of the most accessible and impactful ways to engage workers across roles.

*Conclusion:* Listening sessions demonstrated strong potential as a versatile participatory method for needs assessment, understanding root causes, and co-developing solutions. Their

effectiveness was anchored in worker leadership, psychological safety, and opportunities for reflection. However, sustaining their impact requires skilled facilitation and mechanisms to ensure follow-through on identified issues. Listening sessions can be adapted to multiple stages of participatory program implementation and offer practical guidance for strengthening their use as an engagement tool to improve worker well-being.

## S249

### **Preparing Workers to Lead: A Facilitator Training Model for Participatory Program Implementation**

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*Background:* Effective participatory programs rely on skilled facilitators who can build psychological safety, guide structured problem-solving, and support worker-led engagement. Across multiple CPH-NEW projects in healthcare, education, and corrections, facilitator training has played a central role in preparing workers, supervisors, and safety leaders to lead participatory programs using the Total Worker Health® approach. This presentation describes the facilitator training model used across projects, outlines its core components, and highlights lessons learned about what supports or challenges the method's success.

*Method:* The facilitator training curriculum was developed to prepare people to implement the Healthy Workplace Participatory Program (HWPP) and was informed by adult learning theory and experience implementing participatory programs across diverse workplaces. Training sessions ranged from 4-9 hours and combined didactic instruction with applied practice and peer demonstration. Core skills included establishing psychological safety, guiding open-ended discussions, structured brainstorming, consensus building, and managing group dynamics. Participants practiced facilitation using real workplace issues, received feedback from peers and instructors, and learned how to use facilitation tools such as question prompts, group agreements, and effective meeting design. Projects collected feedback from training surveys, facilitator reflections, and implementation debriefs to refine the curriculum and understand its strengths and limitations.

*Results:* Participants consistently reported that the training increased their confidence to lead worker-engaged processes and deepened their understanding of collaborative problem-solving. The experiential elements, practice scenarios, observation of model facilitation, and structured peer feedback, were viewed as the most effective components. The worker-led model strengthened engagement by positioning frontline staff as co-leaders rather than passive participants, which improved buy-in and promoted shared ownership of solutions. Across settings, facilitators noted that the training provided a practical structure for guiding conversations, managing dominant voices, and keeping groups focused during HWPP implementation. Challenges included variability in facilitation comfort, and the need for continued coaching after initial training.

*Conclusion:* Facilitator training proved to be a versatile and scalable engagement method for preparing workers to lead participatory programs. Its effectiveness was grounded in experiential learning, psychological safety, and opportunities for workers to practice and refine facilitation skills. Sustaining and strengthening this method requires ongoing mentorship and clear expectations around facilitator roles. Facilitator training builds internal capacity, supports worker-led engagement, and enhances the implementation and impact of participatory health, safety, and well-being programs.

S250

## **What is Thriving? An Arts-based Mixed Methods Sustainability Assessment of a Participatory Health and Safety Program in a Mental Health Facility**

Alicia Kurowski, Serena Rice, Angelina Khiem, Jordan Stacy

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*Background:* Engaging workers in evaluating the long-term sustainability of participatory programs requires methods that invite reflection and surface lived experience. This study used a mixed-methods, arts-based participatory approach to assess the sustainability of the Healthy Workplace Participatory Program–Listening Session Model (HWPP-LS) in a public mental health facility. This presentation focuses on the value of combining creative engagement methods with a structured sustainability survey to strengthen participation and deepen understanding of what supports or threatens program continuation.

*Method:* This mixed-methods design integrated an arts-based “Sustainability Garden” workshop with an adapted Program Sustainability Assessment Tool (PSAT). During the workshop, Design Team and Steering Committee members used symbolic collage elements to identify thriving components, barriers, and resource availability, visually mapping sustainability factors. A facilitated group reflection followed, allowing participants to explain their artistic choices, co-interpret patterns, and contextualize organizational dynamics. The PSAT survey, administered to the same participants, quantified perceived strengths and challenges across six sustainability domains. We examined how the two methods complemented each other: the arts-based portion generated nuanced, affective, and relational insights, while the survey provided structured validation and highlighted areas of convergence.

*Results:* Participants described the mixed-methods sustainability assessment as a highly engaging and accessible way to reflect on the HWPP-LS process. The arts-based Sustainability Garden fostered strong collaboration, open communication, and deeper personal reflection, allowing participants to surface nuanced insights that were difficult to express in traditional interviews. The creative process helped workers visualize and articulate elements that supported sustainment, such as team cohesion, shared leadership, and clear participatory structures, while also revealing “weeds” in the system, including workload pressures, bureaucratic hurdles, and inconsistent leadership presence. The focus group discussion that followed expanded on these visual metaphors, creating a collective sensemaking process that strengthened interpretation and candour. The adapted PSAT survey mirrored many of the themes generated during the arts-based session, providing structured confirmation of perceived strengths and challenges. Together, the two methods yielded a richer and more coherent picture of sustainability than either tool could have generated alone, demonstrating the value of pairing creative participatory techniques with quantitative validation.

*Conclusion:* Findings illustrate both the promise and the complexity of using participatory methods to assess the sustainability of worker-engaged programs. The mixed-methods approach was strengthened by creative engagement, structured reflection, and the openness of participants to share insights through visual and verbal modes. At the same time, effective use of the method depended on skilled facilitation, protected time, and organizational support to create space for honest dialogue. The arts-based Sustainability Garden enriched traditional assessment tools by engaging workers in a creative, accessible process that deepened reflection and surfaced dynamics that are often overlooked in interviews or surveys alone. Coupling this with a structured sustainability survey provided a mechanism to validate and contextualize the themes that emerged through collaging and group discussion. This study demonstrates how integrating creative and conventional methods can enhance understanding of sustainability and offers practical guidance for future efforts to embed participatory evaluation practices within organizational systems.

## **Symposium 55: The LeverAge Symposium: Successful Aging in the Workplace**

Chairs: Ilke Inceoglu, Susanne Scheibe

The LeverAge COST Action (CA22120) is a pan-European network focused on psychological and managerial aspects of work and aging. It connects researchers and practitioners to foster evidence-based approaches in five areas: Organizational practices for a multi-age workforce, successful aging at work, age-diverse teams, aging and technology, and later-life career development. This LeverAge COST Action symposium explores how stress, work design, and career trajectories shape healthy aging and sustainable careers in an age-diverse workforce. Together, the five talks highlight how individuals of different ages experience, adapt to challenges and can be supported throughout their careers.

The opening presentation by Andrei et al. introduces a novel analytic framework for understanding how work design interacts with age to influence outcomes such as engagement, burnout, and career withdrawal. By mapping complex interconnections across age cohorts, it demonstrates how inclusive work design can foster vitality and resilience throughout the working lifespan. The second talk by Wang and colleagues examines daily stressor reactivity among self-employed and salaried workers, showing that perceived control is a critical resource for managing stress across adulthood. These findings underscore the importance of psychological resources that sustain well-being regardless of employment type, reinforcing the idea that healthy aging depends on both individual and contextual supports. The third contribution by Niemitz and colleagues turns to retirement by charting the stressors retirees face and the resilience processes they mobilize applying a longitudinal qualitative design. The paper helps understand resilience in the retirement transition by specifying and organizing stressors characteristic of this phase. The fourth paper by Steindórsdóttir et al examines how early-career disruptions shape male–female disparities in late-life outcomes. It shows how disadvantages accumulate over time, disproportionately affecting women, and calls for organizational strategies that mitigate long-term risks. Finally, the fifth presentation by Stroemer reviews empirical studies that employ intensive longitudinal methods such as ecological momentary assessment, daily diaries and passive-sensing to capture the dynamics of daily-life stressors and stress responses. By adopting a lifespan perspective, it reveals how stress regulation evolves with age and how these processes influence functioning and motivation.

Together, these talks emphasize that building sustainable careers in a multi-age workforce requires integrating insights across daily stress processes, career events, and retirement transitions. The symposium advances a vision of workplaces that promote healthy aging, equity, and resilience across the entire career span.

### **S251**

#### **Integrating Work Design, Outcomes, and Aging: A New Approach to Mapping Complexity**

Daniela Andrei<sup>1</sup>, Eyal Karin<sup>2</sup>, Sharon Parker<sup>1</sup>, Madison Kho<sup>1</sup>, Karina Jorritsma<sup>1</sup>, Monique Crane<sup>2</sup>

<sup>1</sup>Curtin University, Perth, Australia. <sup>2</sup>Macquarie University, Sydney, Australia

*Background:* As global populations age and workforces become increasingly age-diverse, there is a growing need to understand how work design supports successful aging at work. This requires not only theoretical insight but also an empirical mapping of the many and varied influences that shape work design–employee outcome relationships across the lifespan. However, current research is often limited by narrow construct sets, inconsistent operationalizations of age, and modelling approaches that cannot capture complex, multivariate interdependencies.

*Method:* To address these limitations, we introduce a novel analytic approach that integrates Residual Structural Equation Modelling (RSEM) with network analysis to disentangle age-specific and age-general associations among work characteristics, theorised mediators, and outcomes. Drawing on data from a large and age-diverse Australian workforce sample ( $N = 1,616$ ), we examine thirteen SMART work design constructs (e.g., stimulation, mastery, agency, relational and tolerable demands constructs), psychological mechanisms (e.g., person–job fit, future time pressure and role conflict), four successful aging outcomes (e.g. engagement, burnout, workability, and career withdrawal), and profile these interconnected constructs across age cohorts that represent the working lifespan.

*Results:* Our findings show that age significantly moderates many work design–outcome relationships, with distinct nonlinear and U-shaped effects. Older workers benefit more from features such as role clarity and relational support, while younger workers are more vulnerable to stressors like time pressure and role conflict. The network visualisation we conceptualise here as a multiplex effect reveals over 1,000 interconnections, highlighting layered, interpretable patterns.

*Conclusion:* Our abductive, scalable approach indicates new directions for advancing lifespan-sensitive work design theory and offers practical tools for developing more inclusive, age-responsive workplaces.

## **S252**

### **A Lifespan Perspective on Daily Stressor Reactivity in Self-Employed and Salaried Workers**

Jing Wang, Antje Schmitt, Susanne Scheibe, Oliver Weigelt  
University of Groningen, Groningen, Netherlands

Research shows that daily stressor reactivity, often operationalized as the association between daily stressor exposure and negative affect, predicts long-term health. Self-employment is often linked to elevated stressor exposure, yet it remains unclear whether stressor reactivity differs between self-employed and salaried workers, and how both stressor exposure and reactivity change with aging. Drawing on the strength and vulnerability integration (SAVI) model, perceived control theory, and knowledge about the characteristics of self-employment, we anticipate a steeper aging-related decline in stressor reactivity among the self-employed compared to salaried workers, due to better preserved perceived control.

Using data from the National Study of Daily Experiences (NSDE), a daily diary study that is part of the Midlife in the United States (MIDUS) project, we analyzed a propensity-score-matched sample ( $N = 536$ ; three 8-day bursts over 18 years; 7,062 daily assessments) using multigroup multilevel structural equation modelling. This approach allowed us to compare aging-related changes in daily stressor exposure and stressor reactivity between self-employed and salaried workers and to test whether perceived control mediates these changes.

Higher baseline age was associated with lower high-arousal negative affect. Across bursts, capturing within-person aging, low-arousal stressor reactivity declined and daily stressor exposure decreased. Higher perceived control was related to fewer daily stressors and lower high- and low-arousal reactivity. Notably, the perceived control-exposure association was stronger among the self-employed. By contrast, day-level stressor reactivity did not differ between self-employed and salaried workers, nor did its change over time.

In light of SAVI and perceived control theory, our findings suggest that aging does not necessarily imply greater vulnerability; instead, later adulthood is marked by decreased exposure, less high-arousal negative affect, and reductions in low-arousal reactivity. Perceived control emerges as a cross-context resource - and a promising intervention target - for reducing exposure and softening day-level reactivity. However, our results do not support the SAVI-based expectation that self-employment would confer steeper aging-related declines in stressor reactivity. Future work should model recovery dynamics, next-day spillover processes, and nonlinear or subgroup-specific changes across bursts.

## S253

### **Charting the Stress Landscape of Retirement: Foundations for Longitudinal Resilience Research**

Nelli Niemitz<sup>1</sup>, Thomas Rigotti<sup>1,2</sup>, Miriam Arnold<sup>3,1</sup>

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*Background:* Resilience, defined as the process of positive adaptation in the face of adversity, is particularly relevant in times of transition, when life changes challenge stability and identity. The transition to retirement can be seen as a major life transition, which often requires reorganizing daily routines, redefining social roles, and adjusting to new sources of meaning and structure. While many retirees adapt well, others experience declines in well-being, highlighting substantial individual variability. Understanding these differences is crucial, as successful adjustment in retirement relates to better health, life satisfaction, and quality of life. Despite frequent claims that retirement is stressful, we still know little about which features render it stressful and why. Prior work points to losses in time structure, purpose, or social connectedness, echoing Jahoda's latent functions of work. Yet, there is no comprehensive framework specifying the stressors retirees face or the conditions under which they become salient. This gap limits our ability to identify the forms of adversity that elicit resilience processes in this life stage. Research on retirement adjustment highlights the importance of resources and their fluctuation for maintaining well-being during adaptation. Less is known, however, about the specific stressors (adversities) that retirees face in the process of retirement adaptation. Addressing this gap, the present study explores the specific adversities retirees encounter and how they make sense of and respond to them.

*Method:* We use a qualitative longitudinal interview design with older adults who are about to retire or have recently transitioned (retirement date  $\pm 1$  year). Each participant is interviewed twice to capture change over time; however, this conference contribution reports findings from the first wave only, focusing on perceived stressors, adaptation processes, and contextual influences on well-being. Data are analyzed following Braun and Clarke's reflexive thematic analysis, with iterative engagement and transparent documentation of analytic decisions. Data collection is in progress. The aim is to identify and categorize perceived stressors as a foundation for subsequent longitudinal work.

*Expected contribution:* The study advances understanding of resilience in the retirement transition by specifying and organizing stressors characteristic of this phase. Conceptually, it clarifies the often underdefined construct of adversity and situates it within mechanisms of resource change and adaptation. Empirically, it lays a foundation for subsequent quantitative and longitudinal studies on resilience trajectories in retirement. Practically, the findings can inform targeted preparation and intervention programs by flagging critical stressors and potential risk profiles, thereby supporting well-being in later life.

S254

## A Cumulative Disadvantage? Early-Career Disruptions and Male-Female Disparities in Late-Life Career Outcomes

Bryndís D Steindórsdóttir<sup>1</sup>, Ilke Inceoglu<sup>2</sup>, Susan Reh<sup>2</sup>, Justin Marcus<sup>3</sup>

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*Background:* The disparity in late-life career outcomes between men and women is firmly established. However, while the effect of sex on career outcomes across the lifespan is clear, it is unclear why the gap arises at relatively younger ages and persists well into late-life. Compared to older men, older women experience worse career participation, earlier workforce exit, and worse workplace discrimination (Reeves et al., 2021; von Bonsdorff et al., 2017; Zhan et al., 2015). Yet, research indicates these differences arise not simply because of ageist or sexist social identity-based processes that accompany advanced age, but because of events that individuals face throughout their careers. Illustratively, (younger) midlife women are more likely to leave their careers as a function of the family or job context than women in late-life (Aksaray & Marcus, 2025). Indeed, there is scant research on the long-term consequences of early-career disruptions on workers' careers (Zacher & Froidevaux, 2021). This impedes the formation of vocational behaviour theories that may explain career outcomes across the lifespan. Accordingly, using a nationally representative sample of  $\cong 100000$  UK workers spanning 14 years, we examine how a) early-career disruptions in workers' twenties and early thirties influence career outcomes years later and b) the differential impacts said disruptions have on the career trajectories of men vs. women. In doing so, we integrate psychological theory on events-based disruptions (Luhmann et al., 2021) with sociological theory on the life course (Tomlinson et al., 2018) to argue that not all career disruptions are equal. Because individual careers are stretched across time, we posit that work and non-work disruptions occurring early on in one's career are more likely to negatively impact their long-term career success than later career disruptions. Moreover, because external factors such as the family or job context more greatly impact the career outcomes of women than men, we posit early-career disruptions will more greatly impact upon women than men. We expect that the earlier the career disruption, the greater the disparity in career outcomes. Summarily, we advance a novel causal explanation for male-female disparities in late-life career outcomes as arising from early-career disruptions. By identifying at-risk groups most needing career support, we enable organizations to tailor interventions for workers' long-term career success.

*Method:* We used 14 years of the UK's Understanding Society (University of Essex, 2024) nationally representative panel dataset. Following Salmela-Aro and Upadyaya (2018), early-career is defined as under age 35, mid-career as 36-49, and late-career as 50+. Career outcomes include income and well-being (more outcomes will be added for the full manuscript). We employed latent growth curve analysis (quadratic curve) to examine longitudinal trajectories. Early-career disruptions were defined as unemployment incidence, number of children, and long-term illness incidence. To explore subgroup variation, we conducted multiple-group analysis to examine differences by age and gender.

*Results:* Overall, results indicate early-career disruptions are more consequential for workers' careers than later disruptions. As theorized, these results were more consequential for women than men.

S255

## **Lifespan Differences in Daily Stress Dynamics Across Work and Nonwork Life: A Scoping Review.**

Ellen Stroemer<sup>1</sup>, Ute Bültmann<sup>1</sup>, Susanne Scheibe<sup>2</sup>, Antje Schmitt<sup>2</sup>

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*Background:* Daily stressors are an inescapable part of modern life, shaping how people feel, think and behave across both work and nonwork domains. Ranging from job demands and family tensions to health concerns, daily-life stressors affect both short- and long-term functioning and well-being. How individuals experience, appraise and regulate such stressors depends on multiple regulatory systems (e.g., emotion regulation, coping strategies, health-related behaviours). Importantly, such regulatory abilities are dynamic rather than fixed traits and evolve as individuals age and transition through different stages of life. To capture this complexity, this scoping review adopts a lifespan perspective to explore how age, aging and life stage shape the dynamics of daily stressor exposures and responses during and outside work. We will focus on key characteristics of the stressors such as their type, intensity and frequency and examine stress responses across affective, cognitive, behavioural and physiological levels. We will also consider the role of distinct temporal phases of the stress response, namely anticipation, reactivity, recovery and accumulation.

*Method:* The review maps empirical studies that employ intensive longitudinal methods such as ecological momentary assessment, daily diaries and passive-sensing to investigate the dynamics of daily-life stressors and stress responses. Literature was searched across PubMed, Web of Science, PsychINFO and IEEE Xplore, following PRISMA guidelines for scoping reviews. Title and abstract screening are supported by ASReview, an AI model prioritizing records by expected relevance.

*Results:* The review is currently in the screening phase. We will chart eligible studies based on stressor characteristics, response levels and temporal dimensions to examine how age, aging and life stage influence the expression of daily stressors and stress responses both in work and nonwork contexts. In doing so, we will shed light on contributing mechanisms such as shifts in emotion regulation and coping strategies that may happen during adulthood. We will also examine conceptualizations and measurement approaches related to daily stressors and stress responses across studies.

*Conclusion:* Ultimately, this scoping review aims to highlight the time-sensitive and multi-level nature of daily stress processes, offering potential insights into age- and life stage-related changes in everyday as well as work functioning. Our findings may identify strengths and gaps in the literature and inform the development of more lifespan-sensitive research frameworks and designs, highlighting its relevance both in and beyond the workplace.

## **Symposium 56: Career Shocks And Sustainable Careers In Healthcare: Motivations, Experiences, And Interventions**

Chairs: Taru Feldt

Healthcare work is characterized by high demands, workforce shortages, and rapid organizational changes. These conditions make healthcare employees particularly vulnerable to career shocks - unexpected events that disrupt career trajectories and prompt individuals to reconsider their professional paths. Career shocks may have severe consequences, including burnout, dissatisfaction, and turnover, yet they may also open opportunities for growth and reorientation. Understanding how healthcare employees experience career shocks, what motivates them to enter the sector, and how organizations can support them is crucial for building sustainable careers and retaining talent in this vital field.

This symposium brings together five complementary papers that examine career shocks and sustainable careers in healthcare from multiple angles. The contributions range from large-scale survey studies to qualitative analyses and intervention development, offering both theoretical insights and practical solutions. The first paper (Feldt and colleagues) investigates motivations for entering healthcare among occupational changers and their associations with indicators of sustainable careers such as burnout, engagement, life satisfaction, person–job fit, and career change intentions. The second paper (Herttalaampi and colleagues) explores employee experiences of career shocks and evaluates organizational handling practices. It highlights how negative perceptions of organizational responses are linked to higher turnover intentions. The third paper (Kilponen and colleagues) examines the prevalence and types of career shocks among healthcare employees and their associations with turnover intentions. The fourth paper (Mauno and colleagues) focuses on vocational calling as a personal resource. Using latent profile analysis, it shows that calling moderates the relationship between negative career shock profiles and burnout, buffering employees against adverse outcomes. The fifth paper (Rantanen and colleagues) presents Facilitated Tripartite Dialogue (FTD), a novel intervention involving employees, supervisors, and an external facilitator. Preliminary findings suggest that FTD fosters shared understanding and concrete solutions for managing career shocks, although organizational constraints may limit implementation.

Together, these papers provide a comprehensive overview of career shocks in healthcare. They demonstrate that motivations for entering the sector, organizational responses to shocks, and personal resources such as vocational calling all shape career sustainability. Importantly, they highlight that interventions like FTD can offer practical tools for navigating shocks constructively. The symposium advances theoretical knowledge on career shocks while offering actionable insights for healthcare organizations seeking to strengthen employee well-being, retention, and sustainable career development in times of turbulence.

## **S256**

### **Motivations for Entering the Healthcare Sector Among Occupational Changers and Their Associations with Sustainable Career Indicators**

Taru Feldt, Kiia Kilponen, Sanna Markkula, Johanna Rantanen, Mari Herttalaampi, Saija Mauno  
University of Jyväskylä, Jyväskylä, Finland

*Background:* The healthcare sector increasingly attracts employees from other fields, yet little is known about their reasons for changing careers and how these reasons relate to sustainable career outcomes. Understanding these motivations is essential for supporting retention and well-being in a sector facing workforce shortages and high demands. This study examined (1) the reasons occupational changers report for entering the healthcare sector and (2) how these reasons are associated with indicators of sustainable careers, including occupational well-being (burnout, work engagement), life satisfaction, person–job fit (needs and abilities), and career change intentions.

*Method:* A total of 1,278 Finnish healthcare employees who had entered the sector from other fields responded to an online survey. The participants were primarily nurses and practical nurses working in various healthcare organizations across Finland. They provided open-ended descriptions of their reasons for changing careers to healthcare and completed structured questionnaires measuring sustainable career indicators. The open responses were analyzed thematically and categorized into seven motivation types. Differences in sustainable career indicators across these categories were examined using ANCOVA.

*Results:* Thematic analysis identified seven motivation categories: 1) interest and calling (44%), 2) favourable labour market situation (16%), 3) compelling circumstances (15%), 4) work or

study opportunities (11%), 5) recommendation or prior connection to the field (9%), 6) return to the field (3%), and 7) coincidence (2%). Participants who entered healthcare due to coincidence reported the highest levels of burnout, while those motivated by interest or calling experienced the highest work engagement. Those who entered due to a favourable labour market situation reported lowest person–job fit. Career change intentions were lowest among those driven by interest or calling, and highest among those citing labour market reasons or coincidence.

*Conclusion:* This mixed-method study provides novel insights into the motivations of occupational changers in healthcare and their implications for sustainable careers. The findings suggest that intrinsic motivations, such as interest and calling, are linked to more favourable career outcomes, whereas extrinsic or unplanned motivations may pose risks for well-being and retention. Supporting meaningful career transitions and aligning work with personal values and abilities may enhance sustainability in healthcare careers.

## S257

### **Career Shocks in Healthcare: Employee Experiences and Responses, and the Impact of Organizational Handling Practices**

Mari Herttälampi<sup>1</sup>, Beatrice van der Heijden<sup>2</sup>, Kiia Kilponen<sup>1</sup>, Sanna Markkula<sup>1</sup>, Johanna Rantanen<sup>1</sup>, Taru Feldt<sup>1</sup>

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*Background:* Career development is increasingly influenced by contextual antecedents that often lie beyond employees' control and vary in their predictability. Among these, career shocks - unexpected events with either positive or negative connotations - can prompt individuals to reassess and reinterpret their careers. Despite their significance, the role of organizational chance events in shaping careers within the work conditions, such as unexpected changes in organizational structures and practices, remains under-explored. Such events may not only affect individual careers but also have broader career-related implications for the members of the whole organization.

*Method:* We investigated what types of career shocks were experienced among healthcare employees (n = 1,036) from one organization. Using an online survey, employees reported these events in their own words and evaluated their emotional valence (from very negative to very positive). Employees also described how their organization manages unexpected events that can influence the careers of several employees. All open-ended descriptions were thematically analyzed and coded. The shock content themes were classified based on their emotional valence and the handling practices were investigated in relation to employee turnover intentions.

*Results:* The main themes for personal career shocks were identified as being related to: (1) Work ability and work safety; (2) Work and work changes; (3) Leadership and functioning of the work community; (4) Organizational changes and economics; and (5) Societal and global context. A majority (80 %) of all shock experiences were evaluated as negative events. Similarly, the employees described mainly problematic ways that their organization handled unexpected changes. These themes were identified as: (1) Problems in organizational communication; (2) Inadequate practical actions for handling the events; (3) Employees are left alone; (4) Handling practices are not coherent; and (5) Identified problems are not confronted. Positive themes included: (6) Success in communication; (7) Discussions within the work community; (8) Professional support; and (9) Changes in work arrangements. Negative perceptions of organizational handling practices were associated with higher turnover intentions (from the current organization).

*Conclusion:* This exploratory, mixed-methods study showed that healthcare employees experience many negative unexpected events in their work, and at the same time have prominently negative views about how their organization handles these events. As the organization had gone through significant changes over the past years (such as a national healthcare reform), these experiences might reflect coping with these turbulent times. Regardless, organizations should understand more about how employees respond to organizational events, such as work design arrangements, particularly during periods of major disruption. Understanding these responses can offer valuable insight into supporting employee well-being and career decision-making in the face of career shocks.

## S258

### **Navigating Career Shock Through Facilitated Tripartite Dialogue**

Johanna Rantanen<sup>1</sup>, Sanna Markkula<sup>1,2</sup>, Taru Lilja<sup>1</sup>, Kaija Collin<sup>1</sup>, Pia Heilmann<sup>3</sup>, Taru Feldt<sup>1</sup>

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<sup>3</sup>University of Eastern Finland, Joensuu, Finland

*Background:* Health and social care employees often face career shocks - unexpected events often related to work that lead them to reassess their careers. These shocks can cause job dissatisfaction, stress, burnout, and poor person-organization fit. Without sufficient resources or reflection, employees may make drastic decisions, such as leaving their organization or the health and social care sector entirely. This is alarming given the sector's current and projected labour shortages. Therefore, new interventions are needed to help employees and organizations address career shocks constructively.

*Method:* We designed a Facilitated Tripartite Dialogue (FTD) process, where an external career counselling professional facilitated two joint meetings between an employee and their supervisor to discuss the career shock faced by the employee and ways to manage it. The process also included one individual counselling session for the employee before the joint meetings and one for the supervisor between them. Sixteen employee-supervisor pairs from a large municipal health and social care organization participated in the FTD process. Their experiences were collected through concise quantitative surveys (during the intervention and 5-6 months after the intervention) and qualitative individual interviews (immediately after the intervention). This data will be analyzed using qualitative data-driven content analysis and quantitative content analysis to answer the following questions: 1) What kinds of career shocks did the employees experience and what kinds of solutions were found to manage them? and 2) How did the employees and the supervisors experience the intervention and its effects on handling the career shock of the employee?

*Results:* Preliminary findings show that employee's career shocks included experiences related to changes in the job and organization, issues with coworkers and leadership, issues related to workability and health, and career and development opportunities. Different kinds of solutions were found during the interventions, including changes to job description or responsibilities, additional education alongside work, applying or transferring to other positions, and finding new ways to manage workload. Both employees and supervisors found the intervention helpful for creating shared understanding and navigating the shock. The external facilitator's role was considered crucial for moving toward actionable plans. However, organizational barriers - such as financial constraints, cuts in training budgets, and slow processes - limited implementation.

*Conclusion:* Preliminary results suggest that in-house career counselling is important for employees experiencing career shocks. The FTD process appears to be a promising approach for supporting employees and supervisors in managing these challenges collaboratively.

## S259

### **Career Shock Effects, Vocational Calling, and Job Burnout: Exploring Vocational Calling as a Moderator in These Relationships**

Saija Mauno<sup>1,2</sup>, Sanna Markkula<sup>1,2</sup>, Johanna Rantanen<sup>1</sup>, Mari Herttalampi<sup>1</sup>, Taru Feldt<sup>1</sup>

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*Background:* Career shocks are increasingly common in today's dynamic working life, yet little is known about how individuals experience these shocks and what resources may buffer their negative effects. Vocational calling may serve as one such protective factor. This study examined (1) how individuals perceive the effects of career shocks and how these perceptions cluster into latent profiles, (2) how vocational calling is associated with these profiles, and (3) whether vocational calling moderates the relationship between career shock effects and job burnout.

*Method:* The study was conducted among Finnish health and social services professionals (n = 1764) who responded to a cross-sectional survey in Fall 2024. Participants evaluated the effects of career shocks across four domains: career, organizational commitment, non-work life, and well-being. Latent profile analysis was used to identify distinct shock effect profiles. Associations between vocational calling and these profiles were examined using cross-tabulation, and moderation effects on job burnout were tested using ANCOVA.

*Results:* Six distinct career shock profiles emerged, varying in the perceived valence and intensity of shock effects across the four domains. Vocational calling was lowest in profiles where all shock effects were perceived as negative and highest in profiles where effects were predominantly positive. Moreover, vocational calling moderated the relationship between shock profiles and job burnout: among those in the most negative shock profile, higher calling was associated with lower burnout levels.

*Conclusion:* This study highlights the role of vocational calling in shaping how individuals experience and adapt to career shocks. Stronger calling appears to buffer against the negative consequences of adverse career events, particularly in terms of job burnout. These findings underscore the importance of fostering vocational calling as a resource for sustainable careers in demanding work environments.

## S260

### **Healthcare Employees' Career Shocks and Their Associations with Turnover Intentions**

Kiia Kilponen<sup>1</sup>, Sanna Markkula<sup>1,2</sup>, Jos Akkermans<sup>3</sup>, Johanna Rantanen<sup>1</sup>, Mari Herttalampi<sup>1</sup>, Saija Mauno<sup>1,2</sup>, Taru Feldt<sup>1</sup>

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*Background:* Healthcare is a professional field with high turnover rates, leading to significant costs and compromised care quality. Because turnover intentions predict actual turnover, it is important to identify their potential causes. Crucial but underexplored predictor of turnover intentions are career shocks. Career shocks are disruptive, either positive or negative events that prompt individuals to rethink their professional paths. In a field facing ongoing change and challenging events, these disruptions may play a key role in employee turnover. Despite this, their impact remains largely unexamined among healthcare professionals, which highlights the need to shed light on career shocks as a potential contributor to turnover intentions in healthcare.

*Method:* We investigated career shocks among Finnish healthcare employees (n = 3,415) who responded to an online survey. The participants were primarily nurses and practical nurses working in various healthcare organizations across Finland. Those who had experienced a career shock on their healthcare career (n = 2167) described freely their most significant career shock. These open-ended descriptions were categorised based on a thematic analysis. Using ANCOVA, we compared turnover intentions between employees who had experienced different types of career shocks and those who had not. Additionally, we used regression analysis to examine the direct associations between each career shock category and turnover intentions among employees who had experienced the shock in their current job (n = 1339).

*Results:* Majority of the participants (64%) had experienced a career shock on their healthcare career. Based on the free descriptions of their most significant career shock, vast majority of the shocks were negatively valenced. We identified six types of career shocks related to 1) work and work changes (27 %), 2) work ability and occupational safety (22 %), 3) leadership and workplace relations (21 %), 4) organizational changes and economics (18 %), 5) societal and global situations (7 %), and 6) personal life (5 %). Employees who had experienced career shocks reported more turnover intentions than those who had not. Among the different types of shocks, those related to leadership and workplace relations, as well as to personal life, were most strongly associated with increased turnover intentions.

*Conclusion:* This mixed-method study provides new insights into career shocks in the healthcare context. The findings show that especially negative career shocks are common among healthcare professionals and they can be potential antecedents of turnover intentions. To improve retention, healthcare organizations should pay attention to career shocks, and especially those related to leadership, workplace relations and personal life. Addressing these factors proactively could help mitigate turnover and support employee well-being.

## **Symposium 57: KEEP CARING: Understanding and Improving Healthcare Professionals' Well-Being**

Chair: Luisa Solms

Discussant: Lara Solms

Healthcare professionals worldwide face extraordinary demands that compromise their well-being. As a result, nurses, physicians, and trainees are at heightened risk of stress and burnout, posing a threat to the quality and safety of patient care. This symposium - bringing together researchers and practitioners from the international Horizon KEEP CARING consortium - takes stock of where the field currently stands and highlights promising directions for future research and practice. Across five contributions, we move from theoretical integration to evidence synthesis, to novel intervention approaches.

We begin by examining why healthcare workers struggle with ill-being. The first contribution (Malkovskaja) offers a conceptual integration of two major psychological theories: the Job Demands-Resources (JD-R) theory and Self-Determination Theory (SDT). This novel framework explains how an imbalance between job demands and resources frustrates basic psychological needs of healthcare professionals, thereby driving strain and ultimately burnout. Next, based on interview data from healthcare professionals in hospitals across multiple European countries, the second contribution (Tamrakar) provides a cross-national perspective on the factors that contribute to and buffer against stress and burnout among healthcare professionals. Addressing what is currently known about how to improve healthcare professionals' resilience and well-being, the third contribution (Vermeulen) presents findings from a systematic review synthesizing evidence from existing intervention studies in healthcare. In addition to highlighting what works in intervention research, this contribution identifies

important gaps in the intervention literature. The fourth contribution (Luisa Solms) introduces a novel bottom-up strategy for enhancing well-being. Drawing on findings from a daily diary study among nursing teams, this study examines how prosocial job crafting - that is, employees proactively reshaping aspects of their work to benefit others - can enhance well-being at both the individual and team level. The final contribution (Søborg Hartmann) presents a technology-enhanced team intervention. Using data from a quasi-experimental study among operating room staff, it demonstrates the potential of video-supported debriefing to support well-being in particularly high-stress work environments.

Together, these papers provide an overview of theory, evidence, and innovation in the study of healthcare worker well-being. We close the symposium with a discussion led by Lara Solms, an expert on employee well-being and healthcare interventions, who will reflect on the contributions and outline implications for future research and practice.

## **S261**

### **Basic Need Regulation as a Core Mechanism of Burnout in Healthcare**

Anna Helena Ursula Malkovskaja, Aavo Luuk, [Andero Uusberg](#)  
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*Background:* Healthcare professionals face persistently high levels of stress, emotional exhaustion, and burnout with significant implications for patient care quality, workforce retention, and organizational functioning. We present a framework that integrates research in the Job Demands–Resources (JD-R) tradition that has linked burnout to dynamic interplays between job demands and resources with the research in the Self-Determination Theory (SDT) tradition that has highlighted the role of the fulfilment of basic psychological needs. Integrating these insights, we view job demands and resources as contributors of the satisfaction of basic needs. Burnout thus emerges from a sustained frustration of one or more basic needs owing to unregulated imbalance between demands and resources across personal and professional life.

*Method:* We reviewed the conceptual literature on the JD-R, SDT, and cybernetic self-regulation alongside recent systematic reviews examining stress, burnout, and resilience among healthcare workers. Concepts like job demands, job resources, personal resources, psychological need satisfaction, affective experiences, proactive behaviours, and self-undermining behaviours were analyzed and organized into a unified structure. Attention was given to multilevel contributions from personal life, team climate, and organizational culture, and how these shape employees' motivational and emotional states over time.

*Results:* The resulting framework proposes that experiences from professional as well as personal life can contribute to the satisfaction of the basic needs of autonomy, competence, relatedness, and nourishment. Job resources, originating from the personal, team, and organizational levels fulfil these needs, while job demands frustrate them. Moment-to-moment, demands and resources generate affective reactions that motivate reactive and proactive attempts to self-regulate demands and resources. Sustained frustration of one or more needs over weeks and months leads to exhaustion and eventually burnout while sustained fulfilment fosters work engagement and satisfaction.

*Conclusion:* The framework links short-term self-regulation of demands and resources to long-term well-being states such as burnout. By integrating JD-R and SDT, it reframes burnout from an individual vulnerability to a signal of a systemic mismatch between work and individual needs. This framework is well-suited for understanding well-being in high-stress and highly structured contexts such as healthcare, where the work demands challenge several basic

needs at once at a chronically demanding level. This perspective encourages organizational interventions focused on sustaining need satisfaction by enhancing resources, preventing cycles of exhaustion and self-undermining behaviour, and supporting healthier, more engaged healthcare workforces.

## **S262**

### **Variations in Stressors Among Healthcare Professionals in Four European Countries: A Qualitative Inquiry**

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*Background:* One feature of the current healthcare crisis in Europe is high stress among doctors and nurses. However, little is known about whether the stressors experienced and managed by these healthcare workers differ from country to country within the European context. As such, this study qualitatively investigates the variations in factors of work-related stress among hospital-based doctors and nurses in four European countries: Ireland, Germany, Denmark, and the Netherlands.

*Method:* Semi-structured interviews (n=15) were conducted with doctors and nurses in large hospitals in these four countries to decipher the nuances and underlying reasons for stress and burnout. During the interviews, participants were asked what the potential causes of stress and burnout at their workplace were and how it could be managed, with or without organizational support.

*Results:* Inductive thematic analysis was used, and themes on variations in stressors, common and distinguishing factors, among this high-risk work group emerged. Eight out of the 15 respondents reported being burnt-out at some points in their careers, while others reported witnessing their colleagues being burnt-out and having to take extended sick leave. Being short-staffed and overworked were risk factors for burnout, and this differed from country to country. Lack of understanding of the workload from hospital administration and higher hospital management was a major risk factor for extended stress and burnout, as it resulted in not have any control over their workload and work hours. This was particularly evident in Ireland, where hospitals are quite understaffed. In contrast, doctors and nurses in Denmark did not associate stress and burnout with hospital management or administration. In addition, across all four countries, supportive colleagues and supervisors as well as supportive work environment were protective factors against stress and burnout across the board.

*Conclusion:* Taken together, our findings offer important implications in deciphering what type of work environment helps all hospital-based doctors and nurses, and where specifically additional personnel may help alleviate burgeoning stress and eventual burnout.

## **S263**

### **Solutions Available to Mitigate Stress and Promote Resilience for Healthcare Professionals in Hospital Settings: A Systematic Review and Meta-analysis**

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*Background:* Occupational stress and burnout are highly prevalent among healthcare professionals (HCPs), especially those working in hospital settings. These conditions contribute to absenteeism, attrition, and decreased patient safety. Although many interventions exist to

reduce stress and promote resilience, their effectiveness in hospital contexts remains unclear. This meta-analysis, conducted within the Horizon Europe KEEPCARING project, aims to provide an updated and comprehensive synthesis of randomized controlled trials (RCTs) evaluating interventions designed to reduce stress and promote resilience among HCPs in hospital settings.

*Method:* Following PRISMA and Cochrane guidelines, five databases (PubMed, CINAHL, Embase, Scopus and PsycINFO) were searched for randomized controlled trials (RCTs) published between January 2015 and November 2025. Eligible studies included interventions targeting stress reduction or resilience promotion among nurses, physicians, and medical/nursing students working in hospitals. We systematically extracted data using standardized forms and assessed study quality according to the Cochrane RoB 2 tool.

*Results:* From 16 609 records screened, of which up till now 72 RCTs met the inclusion criteria. Interventions were categorized into eight domains: mindfulness-based interventions (MBIs), yoga/breathing/relaxation, psychological support, sensory stimulation, communication training, physical exercise, Balint groups, and other approaches. The pooled analysis of 35 studies assessing stress outcomes showed a significant reduction in stress across most domains, despite substantial heterogeneity. Conversely, pooled data from 8 studies assessing resilience showed no statistically significant improvement. Mindfulness and relaxation-based interventions demonstrated the most consistent stress-reducing effects. These findings are preliminary, as data extraction is still ongoing.

*Conclusion:* The preliminary results indicate that interventions targeting stress among hospital-based HCPs, particularly MBIs and relaxation techniques, are consistently effective in reducing perceived stress levels. However, resilience outcomes remain under-investigated, with relatively few RCTs targeting or measuring resilience directly. This suggests a gap between theoretical emphasis on resilience in healthcare policy and empirical evidence regarding how to strengthen it through structured interventions. Additionally, the marked heterogeneity across studies highlights variability in intervention content, duration, delivery mode, and professional groups targeted.

## S264

### **Prosocial Job Crafting in Nursing: How Day-to-Day Efforts to Benefit Others Enhance Individual and Team Well-Being**

Luisa Solms<sup>1</sup>, Daantje Derks<sup>1</sup>, Arnold Bakker<sup>1</sup>, Johanne Søbørg Hartmann<sup>2</sup>, Anne Eskes<sup>3</sup>, Marlies Schijven<sup>3</sup>

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*Background:* Around the globe, healthcare professionals suffer from high stress due to the extraordinary demands of healthcare, including high workload, increased documentation burden, shift work, and demanding patient interactions (Dall'Ora et al., 2020). While stress and burnout are widespread among various groups of healthcare professionals, we focus on nurses as the largest and particularly vulnerable group of healthcare professionals (Molina-Praena et al., 2018). Specifically, with nurse professionals often having access to limited job resources, such as autonomy or social support (e.g., Demerouti et al., 2000), they are more likely to experience stress and strain in response to high demands. While detrimental to the well-being, health, and careers of individuals affected, nursing burnout also affects the organizations they work for, leading to longer-term absenteeism and turnover (Aiken, 2021). Given the high prevalence of burnout among nursing professionals, strategies to foster the well-being of nursing staff are strongly needed. Addressing this need, the present study focuses on prosocial

job crafting as a novel strategy to reduce burnout and foster well-being. Specifically, prosocial job crafting is a bottom-up approach that involves changing the task, relational, and cognitive boundaries of one's job for the benefit of others (Viragos, 2018). Based on Job Demands-Resources theory (Bakker et al., 2023), we argue that prosocial job crafting should be associated with increased well-being through an increase in job and personal resources.

*Method:* We will apply the actor-partner interdependence model (APIM; Kivlighan et al., 2012)—a conceptual and statistical model for examining mutual influence and interdependence within dyads and groups—to time-lagged data from approximately 75 hospital nurses working in teams, collected over 7-14 consecutive working days.

*Results:* Although data collection is still ongoing and we therefore cannot share results at this stage, we expect both data collection and analyses to be completed by June 2026. We will analyze individual-level, team-level, and cross-level effects to test the following: (1) an individual team member's prosocial job crafting is positively associated with a) their own well-being and b) the team's collective well-being) through an increase in resources, and (2) the team's collective job crafting is positively associated with a) team well-being and b) an individual team member's well-being through an increase in resources.

*Conclusion:* This study aims to provide initial evidence that prosocial job crafting is a promising approach to fostering nurse well-being.

## **S265**

### **Enhancing Psychological Safety in Operating Room Teams through Post Operative Debriefing Supported by Operating Room Black Box Data.**

Johanne Søborg Hartmann, Jeanett Strandbygaard, Camilla Bernild  
Rigshospitalet, University Hospital, Copenhagen, Denmark

*Background:* Research shows that surgical safety in the operating room is influenced by numerous interrelated factors, including patient condition, team dynamics, equipment handling, and environmental stressors. The operating room is a high-pressure setting that can elevate stress levels among healthcare providers, contributing to burnout and staff turnover. Anaesthesiologist, surgeons, and operating room nurses are among the most stressful roles, with long hours, unpredictable outcomes, and high professional demands. The healthcare system is currently struggling to retain and attract operating room personnel. Effective communication and psychological safety are essential for team resilience and performance. Poor communication can increase stress and compromise safety, while open dialogue supports well-being and reduces errors. To prevent mistakes during surgery, a safe space within the operating room where team members can freely speak up is vital. Research has proven that postoperative debriefings enhance psychological safety and teamwork. However traditional debriefings rely on subjective recall, which may be prone to bias. The Operating Room Black Box® system offers objective, multimodal data - including video, audio, and AI data - to support more accurate and constructive debriefings. This study aims to evaluate whether video-augmented debriefing using Operating Room Black Box enhances psychological safety and shared awareness more effectively than recall-based debriefing, addressing a key gap in current research. The study is a part of the KEEPCARING project, an EU Horizon Grant supported project, that aims to (re-)build well-being and resilience of healthcare workers in EU hospitals by co-creating a multi-faceted non-digital, digital and AI-supported solution package to prevent burnout among (aspirant) healthcare professionals on the individual, team, and organizational level.

*Method:* This is an international quasi-experimental comparative study, following the guidelines for complex interventions in health. The data collection includes questionnaires, observational study, data from the Operating Room Black Box system and qualitative interviews.

*Results:* The study is currently at the stage of data collection within multiple operating room specialties, at 3 university hospitals; Copenhagen University Hospital Rigshospitalet, Denmark, Amsterdam University Medical Center, the Netherlands, and University Medical Center Hamburg-Eppendorf, Germany. Preliminary findings indicate variation across surgical specialties in terms of efficiency, team awareness, and psychological safety. Moreover, debriefings augmented by the Operating Room Black Box appear to be more effective than those based solely on recall.

### **Symposium 58: New Perspectives on Work and Leisure in Occupational Health Psychology**

Chairs: Lotta Harju, Jessica De Bloom

While most studies on work-life interface have focused on navigating work and family roles, emerging research in OHP has focused on the role of leisure activities for worker well-being and performance. This symposium introduces such recent approaches to studying work-life interface in general and the role of leisure activities in particular by covering topics such as transitions between work and non-work domains, crafting in the leisure domain as well as serious leisure. The five presentations draw on different methodological approaches to illuminate what leisure brings to our lives, how people perceive the role of leisure for their work and how they combine serious leisure and work activities.

The first presentation by Paryono involves two studies, both of which examine the direction of work-life transitions and the impact these have for worker satisfaction and performance. The results across the two studies highlight, for example, how transitions from work to non-work facilitated greater satisfaction among workers. Second, Ho will present an integrative literature review of 43 studies on crafting in the non-work domain. Her study provides an overview of the current knowledge on the topic, including its theoretical underpinnings and positioning of the role of leisure in workers' lives, and identify areas for future research. The first two presentations hence establish the importance of the leisure domain for workers and the way scholars have approached and understood the benefits that workers can derive from leisure activities. The three following presentations build on this to focus on serious leisure, which refers to steady, systematic pursuit of a leisure activity that people find deeply enjoyable. Specifically, Milliar will present a qualitative study conducted among Australian working adults (N=265) on how they perceive the benefits of serious leisure, such as providing them with "opportunities and spaces" for recovery and resource building. The fourth presentation given by Gervais involves a cross-sectional study (N=470), which echoes these findings by underscoring the positive impact that serious leisure activities can have on workers' psychological well-being. The final presentation by Harju uses three-waves of data from workers in the US (N=494) to examine latent profiles of serious leisure and job crafting. The study identified three distinct configurations of serious leisure and job crafting with different antecedents as well as implications for well-being.

Together, these studies discuss the role of meaningful leisure pursuits for managing work-life interface and suggest avenues for future scholarship.

**S266**

**Moving Back and Forth between Work and Nonwork Roles: Examining The Impacts of Role Integration Direction**

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Modern work arrangements and digital technologies make it easy for employees to move fluidly between work and personal life. Although role integration has been linked to both positive and negative outcomes, past research has largely ignored the direction of integration: whether people bring work into nonwork life or nonwork into work life. Drawing on Boundary Theory and Domain Switch Theory, we examined how the direction of integration behaviours relates to satisfaction and role performance across two studies. Specifically, we proposed asymmetric effects of integration directions on satisfaction: transitions from work to nonwork are positively associated with satisfaction, whereas transitions from nonwork to work are negatively associated with satisfaction due to a higher permeability level enacted at nonwork to protect personal life than at work. We also proposed that both role integration directions are positively associated with role performance, as transitions to another role may fulfil that role's demands and help prevent crises arising from neglected role demands. In Study 1, we used a publicly available dataset from the United Kingdom Time Use Survey 2023 (N = 497) to test the directional effects of role integration behaviours on day satisfaction. As expected, transitions from work to nonwork were linked to higher day satisfaction. Surprisingly, transitions from work to nonwork were not associated with day satisfaction. In Study 2, based on a two-wave sample from the Netherlands (N = 203), we tested the directional effects of role integration behaviours on multidimensional work-nonwork role balance outcomes: role balance satisfaction, involvement, and effectiveness. Role balance satisfaction represented satisfaction, while balance involvement and balance effectiveness represented role performance. As expected, transitions from work to nonwork were associated with higher role balance satisfaction and involvement, but not with role balance effectiveness. An additional analysis revealed that, as expected, transitions from work to nonwork were also linked with higher role balance effectiveness among workers with higher segmentation preferences. Meanwhile, no significant associations were observed between transitions from nonwork to work and multidimensional work-nonwork role balance outcomes. Together, the findings highlight the importance of directionality in understanding role integration, underscoring that *how* boundaries are crossed matters as much as *how often* they are crossed. Our findings also challenge the widely held view of role integration's negative consequences.

**S267**

**An Integrative Critical Review on Crafting in the Leisure Domain**

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<sup>1</sup>University of Zurich, Zurich, Switzerland. <sup>2</sup>Emlyon Business School, Lyon, France

*Background:* The interconnectedness of work and non-work lives have become increasingly salient in employees' daily lives, especially during the mandatory remote work period of the Covid-19 pandemic. This trend has sparked growing research interest in how leisure affects work, and vice versa, although the research area remains nascent. As remote or hybrid work continues to prevail following the pandemic, further examination of the role of leisure is needed. Our study focuses on crafting in the leisure domain, which has been initially conceptualized as a compensatory strategy for unmet needs at work (Berg et al., 2010). Crafting in the leisure domain has since been demonstrated to generate positive effects from leisure into work (e.g., Petrou & de Vries, 2025). Thus, our integrative review study aims to uncover prevailing theoretical approaches and advance conceptual clarity on crafting in the leisure domain, as well as summarise key antecedents, well-being outcomes, and mechanisms in the short- and long-term.

*Method:* Due to its comprehensive multidisciplinary and bibliographic nature, Web of Science database was used to identify peer-reviewed articles with “leisure” and either “leisure crafting”, “off-job crafting”, or “crafting” in their titles or abstracts between the years 1985 to 2025. 72 hits were obtained in total, and were further screened for inclusion. 29 journal articles were excluded, as 27 articles were examining neither leisure or off-job crafting, and two articles were not peer-reviewed. Thus, 43 journal articles were included, of which the majority were quantitative (N = 33, 76.74%), time-lagged studies (N = 16, 37.21%), and from the applied psychology field (N = 18, 41.86%).

*Results:* Preliminary results revealed research focused on leisure crafting and off-job crafting, both referring to employees making proactive changes to shape their leisure activities according to their goals or needs, with the latter covering a broader range of needs. Different theoretical perspectives were drawn on. The most frequently applied was the Conservation of resources (COR) theory; N = 14, 32.56%), followed by the self-determination theory (SDT; N = 11, 25.58%), and jointly the Job Demands-Resources (JD-R) theory (20.93%) and Identity-based integrative needs model of crafting (de Bloom et al., 2020; N = 9, 20.93%). Studies applying COR theory posited leisure crafting processes lead to resource gain for managing job stressors, whereas those applying other frameworks highlighted differing goals of crafting and positioning of leisure activities. This review synthesizes these diverse findings into an integrative model that highlights commonalities and tensions between the underlying theoretical approaches to positioning leisure activities to work. For example, preliminary findings revealed tensions regarding work-related, nonwork-related, and context-free antecedents (e.g., demands and resources, well-being, person-job misfit) and outcomes (e.g., burnout, work engagement, family-role performance, thriving at home, needs satisfaction, self-efficacy).

*Conclusion:* Our findings will clarify the roles of different theoretical approaches in understanding how leisure activities relate to work, and contribute to theory by providing an integrative framework. Accordingly, this review identifies significant gaps in extant research on crafting in the leisure domain, which will be formulated as propositions for future research to address.

## **S268**

### **Qualitative Exploration of Serious Leisure as an Affordance for Recovery, Role Balance, and Well-being in Working Adults**

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*Background:* Leisure is freely chosen, fun, and enjoyable, and serious leisure involves sustained effort, self-development, bringing personal and social rewards. Skills learnt during serious leisure can apply across life, and game playing is utilized in gamification strategies in workplaces and playful work design. Affordances describe functional aspects of the environment that offer individuals opportunities for action, as spaces or systems, e.g., thoughtful environmental design increasing exercise adherence. Recently, psychological affordances were shown where teacher encouragement improved academic outcomes, and gamified human resource systems boosted employee creativity. The current qualitative study explored whether serious leisure activities represent functional and psychological affordances, which would be shown by such activities giving or ‘affording’ greater recovery experiences, building well-being, and providing other mental health benefits.

*Method:* A convenience sample of undergraduate psychology students (N=265, 79% female) aged 18 to 60 years (M=24.0, SD=9.6) at a regional Australian university completed an online qualitative survey about leisure. Participants answered open-ended questions about their “favourite” (and most serious) leisure activities, the “best things” about it, and impacts and benefits on their life. Content analysis coded answers for examples of positive affect, recovery experiences, well-being, mental health, physical health, and interactions between roles.

*Results:* Favourite activities were most often physical activities (n=152, e.g., running, gym), followed by experiential activities (n=43, e.g., gardening, cooking), with smaller categories, such as music, motorsport, gaming, or reading. Similar benefits were reported regardless of activity undertaken. The “best things” were linked to fun, greater positive affect, along with physical fitness, well-being, and mental health. Participants described the ways leisure “helped”, “allowed”, “improved” and “made” valued outcomes happen. These positive impacts and benefits ranged from recovery benefits (e.g., relaxation, detachment), well-being and mental health benefits (e.g., less stress), increased skills, changed perspective on life, to better role balance (between work, family, and study). Mastering riskier or more complex activities also built “transferable skills” to better manage everyday situations and appreciate relative risks.

*Conclusion:* Across the breadth of favourite activities, voluntary engagement in enjoyable activities showed the benefits of serious leisure for working adults. Leisure afforded individuals opportunities and spaces for beneficial outcomes to occur. In having fun, serious leisure additionally created the conditions that allowed individuals to recover, build personal and social resources, and refresh them for their work and family lives. In this younger sample, and across all age groups, volition and positive affect underpin benefits accruing from time use away from work.

## **S269**

### **Exploring the Impact and Implications of Serious Leisure on Psychological Well-being and Life Satisfaction**

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*Background:* Leisure is an important part of life, alongside work and family roles. There is increasing research on the benefits that serious leisure activities (i.e., those where greater time and effort is given) bring to individuals, inclusive of improving their well-being and supporting their life satisfaction. Much of the research thus far has focused on individuals’ subjective well-being, rather than their psychological well-being (PWB). As research has shown the two concepts to be distinct, it is beneficial to explore those more individual aspects of well-being that PWB offer and consider how they relate to serious leisure.

*Method:* The study used a cross-sectional design and collected data using an online survey. Participants completed measures of PWB and life satisfaction as outcomes; general self-efficacy, dispositional optimism, job resources, boundary management, satisfaction with division of household labour, serious leisure (e.g., seriousness, personal rewards), value placed on doing serious leisure, and the stimulation of serious leisure (e.g., physical benefits of keeping active) constituted independent variables, with demographic information (e.g., age, life stage). Data analysis included psychometric analyses, correlations, and hierarchical multiple regressions (HMRs) with listwise deletion.

*Results:* The participants' (N = 470, 80.2% female) age ranged from 18 to 72 years (M= 28.13, SD = 13.49); they were single (n=165), married/de facto relationships (n=118), or in a relationship but not living together (n=101). Most were employees (70%), rather than managers, self-employed, doing home duties or retired. The HMRs for PWB explained a very large effect (Adj. R<sup>2</sup>= .41, f<sup>2</sup>= .69). PWB increased with greater self-efficacy ( $\beta$ =.29\*\*\*; nb \*  $\leq$ .05, \*\*  $\leq$ .01, \*\*\*  $\leq$ .001), higher optimism ( $\beta$ =.32\*\*\*), for older participants ( $\beta$ =.17\*\*\*), those satisfied with their division of household labour ( $\beta$ =.11\*), found their serious leisure more stimulating ( $\beta$ =.15\*\*), and were more causal about their serious leisure ( $\beta$  = -.12\*). The HMR for life satisfaction explained a large effect (Adj. R<sup>2</sup>= .30, f<sup>2</sup>= .43). Life satisfaction increased by greater optimism ( $\beta$ =.28\*\*\*), self-efficacy ( $\beta$ =.19\*\*\*), higher satisfaction with the division of household labour ( $\beta$ =.12\*), more job resources ( $\beta$ =.09\*), and for younger participants ( $\beta$ =-.21\*).

*Conclusion:* The findings were distinct in that perceptions of serious leisure activities impacted on PWB, but not life satisfaction. Consistent predictors were demographic variables, satisfaction levels with the division of household labour, and those positive skills, e.g., self-efficacy, which support better life functioning. These findings reflect a split of serious leisure as supporting eudaimonic (PWB) aspects of well-being, rather than hedonic (life satisfaction), and which will require further exploration.

## S270

### **Either Serious Leisure or Job Crafting? Latent Profile Approach**

Lotta Harju

Emlyon Business School, Lyon, France

*Background:* In the wake of the COVID-19 pandemic, working remotely and other flexible work practices have been widely adopted at workplaces. While this means that workers have more freedom to organize their work and other areas of their lives, it can also mean increasingly blurry boundaries and growing tensions between time and effort dedicated to work versus the non-work domain. Two prominent approaches have focused on leisure activities either as compensating for the strain and lack of resources workers may experience at work or the positive spillover effects from leisure to the work domain. On the one hand, the compensation approach suggests that effort expenditure between work and leisure is an either/or process, whereby workers who invest effort in the leisure domain might at the same time withdraw effort from the work domain, and vice versa. On the other hand, the spillover process points towards a both/and process, whereby workers who have challenging and enjoyable leisure pursuits will be energized to pursue challenges and enjoyment also at work. The present study adopts the concept of serious leisure, which denotes a steady and systematic pursuit of a deeply enjoyable leisure activity, to explore different configurations for pursuing personally meaningful leisure and work (i.e., job crafting) as well as their antecedents and outcomes. The aim of the study is to shed light on the various ways workers may combine pursuit of meaning and enjoyment both at leisure and work and explore their predictors and implications for well-being.

*Method and results:* Three-wave data from 494 full-time employees in the U.S. and latent profile analysis were used to identify three distinct profiles of serious leisure and job crafting. These included 'Occasional crafters and leisurists' (54%) who reported engaging in both approach and avoidance crafting as well as in serious leisure to an equal and moderate degree; 'Serious at leisure, avoidant at work' (27%) who reported more prominent serious leisure and avoidance crafting than approach crafting; and 'Expanding both leisure and work' (19%), who reported engaging in serious leisure and approach crafting very often. Career plateau, work focus, and age predicted belonging to these profiles in different ways. The profiles also related differently to boredom at work and subjective well-being.

*Conclusion:* Having personally meaningful and goal-oriented leisure pursuits does not automatically mean that people engage in similar activities at work by crafting their jobs, nor does it mean that taking leisure seriously manifests mainly in avoidance behaviours at work. Our results illuminate the various ways people combine serious leisure and job crafting behaviours and reasons, including potential tensions, for why they do so. Theoretical and practical implications will be discussed in the presentation.

### **Symposium 59: Shaping Work Together: Dyadic Perspectives on Antecedents and Implications of Employees' Healthy Crafting and Compulsive Overwork**

Chairs: Xenia Bolschakow, Emily Kleszewski

Interpersonal processes at work fundamentally influence employee experiences and behaviours (Lehmann-Willenbrock, 2025). However, key questions about how significant others at work and at home shape (dys)functional employee behaviours and well-being remain not yet fully understood. In this symposium, we adopt dyadic perspectives on the emergence and outcomes of proactive crafting and workaholism, distinguishing between functional and excessive behaviours. By considering the role of leaders, coworkers, and partners and by addressing the motivational origins, conditions for effective work redesign, and implications, the symposium offers a comprehensive perspective on these behaviours and integrates key actors across the work and home domain.

In doing so, we answer calls for detailed research on how the social context motivates proactivity (Cai et al., 2019) and expand first findings on how crafting and workaholism impact coworkers (Atroszko et al., 2025; Tims et al., 2022). The featured research covers scale development, qualitative interviews, and dyadic daily and weekly diary studies, reflecting the complexity of the social phenomena studied. First, Elivanova et al. will present three studies on Clarity About Work Design Needs (CWDN), combining scale development and interviews with employees and leaders. As a form of structured self-/other-knowledge, CWDN is expected to be an important antecedent of improved managerial work redesign and employee job crafting. Second, Bolschakow et al. will present a weekly diary study on dyads of coworkers, analyzing how motivation to engage in proactivity crosses over between coworkers, driving their approach job crafting behaviours. Third, Planken et al. examine how these job crafting behaviours then influence coworkers' experienced exchange of resources and, in turn, relate to work engagement and performance. These authors draw on daily diary data from coworker dyads combined with objective performance data. Fourth, Wang & Rofcanin focus on cross-domain resource transmission among dual-earner couples. They will present a daily diary study examining how positive relational exchanges with one's partner at home enhance meaning at work via work engagement and job crafting strength use. Finally, Kleszewski et al. investigate how coworkers shape dysfunctional employee behaviour. Using a weekly diary study with coworker dyads, they examine workaholism contagion and its implications for social support and exhaustion.

These five presentations bring together innovative, dyadic perspectives on (dys)functional employee behaviours, emphasizing the need to look beyond the individual to advance workplace well-being and sparking fruitful discussions on implications for practice and future research.

**S271**

**Good Work Redesign Begins With Clarity: A First Test of the Clarity about Work Design Needs Construct**

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Research on work design has consistently demonstrated its central role in shaping employee well-being and performance. However, when and how to redesign work to optimize individual employee experiences has received limited attention. We propose that cognitive clarity about employees' needs is an important condition for effective work redesign. In three studies, we explore employee and manager Clarity About Work Design Needs (CWDN), defined as the cognitive clarity an employee or manager has regarding the employee's work-related needs, preferences, motivations, and values in relation to the content, organization, and relationships of work.

Drawing on theories of cognitive clarity (Daft & Weick, 1984; Kaplan & Kaplan, 1989) and self-determination theory (Deci & Ryan, 2000), we conceptualize CWDN as a form of structured and differentiated self-/other-knowledge that enables individuals to develop an understanding of the way work is designed and experienced. CWDN is theorized to result in better quality managerial work redesign efforts as well as employee job crafting as these efforts will be aligned with individual needs.

In Study 1, the CWDN scale is developed and tested to identify the underlying factor structure. In Study 2, a confirmatory factor analysis (CFA) will be carried out to test the dimensional validity and internal consistency of the scale as well as correlations with person-job fit, job crafting, and motivation. In Study 3, a qualitative study, interviews with employees and managers will be conducted to provide deeper insights and further validate the conceptual dimensions of CWDN.

With these studies, we contribute to a better understanding of how clarity of work design needs can be conceptualized and measured. When work is redesigned by managers who are aware of the specific needs of the employee and by employees who have also reflected on their work design needs, it is our hope that this will ultimately improve the quality of work for each employee.

**S272**

**You Craft and Then Do I, But Why? Zooming Into the Transmission of Job Crafting Motivation Between Coworkers**

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*Background:* Employees initiating changes to their job demands and resources in the form of job crafting has been widely studied, with meta-analyses linking this behaviour to performance and well-being (e.g., Lichtenthaler & Fischbach, 2019). Recent literature shifts the focus from the crafting individual to the broader social context surrounding this proactive behaviour, studying crafting as a collaborative team effort or reactions of employees after observing a coworker crafting their job (Fong et al., 2022). Employing such a social lens, researchers have also investigated whether engagement in job crafting is transmitted from one coworker to another, reporting a positive link between job crafting in employee dyads (Bakker et al., 2016). Even though these studies have argued that such a transmission occurs because of crossover and/or vicarious learning processes, these underlying processes have not yet been

investigated in detail. Focusing on such transmission processes of job crafting between coworker dyads from a motivational perspective, we aim to explore the transmission of job crafting motivation as an underlying mechanism. We draw on the model of proactive motivation (Parker et al., 2010), which posits the three motivational states of reason-to, energized-to and can-do as drivers of proactive behaviours. In the context of coworker dyads, we examine whether the energized-to and the can-do motivational states are transmitted between dyads of coworkers in a weekly diary study. We focus on these two states as they align with the proposed transmission mechanisms outlined in the literature: Based on emotional contagion processes, vigour is hypothesized to cross over between coworkers (Bakker & Xanthopoulou, 2009), providing the needed activated positive affect (energized-to) to engage in proactive behaviours. Based on social learning and observation, self-efficacy (can-do) is also hypothesized to cross over (Neff et al., 2013) and motivate coworkers' job crafting. Furthermore, the perception of high similarity and identification between the dyad members as well as high weekly contact are proposed to strengthen the transmission of motivation.

*Method:* We recruited employees who then invited one coworker to participate together with them. Both dyad members filled out weekly questionnaires across five workweeks. As in previous empirical work, the motivational state of energized-to was operationalized using vigour and the can-do state was assessed using self-efficacy.

*Results:* Data collection just ended. The final sample includes 70 dyads which provided 543 weekly observations. Preliminary analyses indicate hypothesized relationships between motivational states and job crafting, but do not offer consistent support for the hypothesized transmission processes. Final results of multilevel modelling, including the proposed moderations, will be presented at the conference.

*Conclusion:* This study aims to empirically test underlying motivational transmission between colleagues, shedding light onto how job crafters pass their motivation to craft their job on to their close coworkers. Such a more nuanced understanding of how and when job crafting crosses over between coworkers is crucial to capture distal effects of proactivity motivation that go beyond individual well-being and performance outcomes.

## S273

### **Let's be Proactive Together: Examining Job Crafting Synchrony and its Relation with Daily Resources, Work Engagement, and Objective Performance in Coworker Dyads**

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While research on job crafting has mostly focused on the individual level, scholars increasingly recognize that individual crafting efforts are visible and may affect coworkers in the same work environment as well. In fact, it has been argued that the resource crafting by one employee can offset an interpersonal exchange process of providing and receiving resources among coworkers, which may subsequently create changes in coworkers' job characteristics and well-being. In this study, we build on the Job-Demands Resources (JD-R) theory to argue that employees' daily seeking of resources contributes to an optimized work environment in which both the employee and the coworker experience a daily increase in their receiving of resources (i.e., job-related resources received from their respective partner). We further argue that coworkers' synchrony in daily seeking resources (i.e., both coworkers craft their job by seeking resources on that day) maximizes the daily receiving of resources for both. Following the motivational process of JD-R, this increased receiving of resources is proposed to subsequently benefit employees' and coworkers' daily work engagement. Lastly, we examine

whether the daily increase in work engagement translates into higher task performance measured objectively, resulting in a hypothesized sequential mediation.

To examine these hypotheses, we collected daily dyadic data over the course of 10 consecutive workdays in a German production company, leading to a total sample of 75 coworker dyads (N = 150 employees, N = 1120 daily observations). We further matched this dyadic data with available daily and individual objective performance data provided by HR of the company (N = 937 daily individual performance points). Using an Actor-Partner-Interdependence Model with a multilevel SEM approach in MPlus provided preliminary support for our hypothesized model. Specifically, employee daily seeking of resources had a positive relation with both employee and coworker daily receiving of resources. Moreover, the interactive effect between employee and coworker seeking resources on employee and coworker receiving of resources was significant, such that this effect was stronger when both employee and coworker crafted together on that day. The daily receiving of resources, in turn, was related to increased daily work engagement and, subsequently, increased daily objective performance. Accordingly, our preliminary results show support for the hypothesized model, which will be finalized by the time of the EAOHP conference.

Taken together, this study provides an overall positive message on how employees' daily seeking of resources affects coworkers in the same work environment. More specifically, the seeking of resources by one employee increases both their own and coworkers' perceived receiving of resources which subsequently benefits their daily work engagement and daily objective task performance. We further provide evidence that a "job crafting synchrony" maximizes the perceived receiving of resources for both. As such, we clearly show that the job crafting in terms of seeking resources does not stay in isolation from others in the same work environment but may affect coworkers' job characteristics and well-being as well.

## S274

### **From Shared Positivity to Meaningful Work: Dual Pathways of Work–Family Interpersonal Capitalization**

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*Background:* Drawing on the work-home resources (W-HR) model and broaden-and-build theory, this study examines how positive interpersonal exchanges between partners promote meaningful experiences at work. We focus on work-family interpersonal capitalization which is the process of sharing positive work events with one's partner and receiving an enthusiastic response, and its daily influence on work engagement, job crafting strength use, and ultimately meaningfulness at work. We further explore family motivation as a moderator that strengthens these cross-domain resource transmission processes.

*Method:* We conducted a 7-day daily diary study with 67 dual-earner couples (N = 134; 938 daily observations). Using the Actor-Partner Interdependence Model (APIM), we examined both within-person and between-partner effects to account for dyadic interdependence.

*Results:* Results showed that on days when employees engaged more in work-family interpersonal capitalization, they experienced higher work engagement and job crafting strength use on the following day, both of which independently predicted daily meaningfulness at work. These findings suggest dual pathways through which positive relational exchanges at home enhance meaning at work - via energetic engagement and agentic strength use. Furthermore, family motivation strengthened these indirect effects, such that employees high in

family motivation derived greater gains in engagement, strength use, and meaningfulness. Importantly, we found that husbands' daily work-family interpersonal capitalization positively influenced their wives' work engagement and job crafting strength use, and husbands' job crafting strength use further predicted their wives' meaningfulness at work. However, the reverse direction (wives to husbands) was not significant, suggesting an asymmetrical crossover pattern within couples.

*Conclusion:* This study highlights work-family interpersonal capitalization as a key interpersonal mechanism linking positive family interactions to meaningful work experiences. By identifying parallel mediators, work engagement and job crafting strength use, and revealing an asymmetrical crossover effect from husbands to wives, the findings extend the W-HR model to capture gendered dynamics of daily resource transmission. The moderating role of family motivation underscores how relational and motivational resources jointly shape the enrichment process across domains. Implications for fostering relational recovery and mutual resource building in dual-earner couples are discussed.

## S275

### **Contagious Workaholism? A Dyadic Study of Interpersonal Dynamics and Social Costs Among Coworkers**

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*Background:* Workaholism, commonly defined as working excessively in a compulsive way, has been intensively studied and shown to pose significant risks to employees' well-being and health (Clark et al., 2016; Taris & de Jonge, 2024). Research on workaholism is increasingly shifting from a stable perspective focused on its outcomes to examining its antecedents and short-term fluctuations in workaholism symptoms (cf. Menghini & Spagnoli, 2024). Such a dynamic perspective strengthens our understanding of what drives the manifestation of workaholic behaviour over time. While previous research has examined antecedents of workaholism, such as personality traits and job demands, surprisingly social antecedents have received little attention. Sociocultural experiences and the organizational environment have been recognized as important factors in fostering workaholism (Ng et al., 2007; Keller et al., 2016), with recent evidence highlighting that employees' perceptions of their coworkers as workaholic may be particularly relevant in its emergence (Atrozsko et al., 2025). In addition, workaholic employees may affect their coworkers by providing less social support. It has been suggested that workaholism leads employees to prioritize their own task-related responsibilities and pay little attention to others (Zeijen et al., 2024). However, as the time frame in which the phenomenon of workaholism contagion may occur and its social costs for coworkers remain unclear, we employ a dyadic study design to address these questions. Drawing on social information processing theory (Salancik & Pfeffer, 1978) and the compensatory control model (Hockey, 1997), this weekly diary study examines how employees' workaholism symptoms unfold and affect employees and their coworkers. Specifically, we investigate how employees' workaholism symptoms shape coworkers' workaholism symptoms by serving as social cues and how they relate to employees' and coworkers' exhaustion via reduced social support.

*Method:* We employed a weekly diary design over five consecutive weeks, collecting data from coworker dyads. Data collection just finished. The final sample comprises 70 dyads, providing a total of 543 weekly observations. Data are analyzed using multilevel modelling to account for the nested data structure. Weekly task interdependence between the coworkers is included as a control variable.

*Results:* Preliminary analyses indicate that employees' weekly workaholism symptoms are positively related to their own weekly exhaustion. Additional analyses suggest workaholism contagion at the weekly level, although this relationship appears conditional on the amount of contact between the coworker dyads. Final multilevel modelling results will be presented at the conference.

*Conclusion:* By focusing on the interpersonal dynamics of workaholism and using a dyadic design, this study provides initial evidence for its potential social costs and that workaholism symptoms appear to unfold over relatively short time frames. Despite the strength of using multi-source data, the analyses refer to within-week relationships in which all variables were assessed concurrently. Thus, causal conclusions are limited. Future research may also take a closer look at the link between workaholism and social support, differentiating between different types of support. We hope that the insights from our study encourage future research to adopt team-based approaches to study the emergence of workaholism and inform organizational strategies for its prevention.

### **Symposium 60: Mentally Healthy Work: Approaches to Building Psychosocial Safety, Inclusion, and Well-being**

Chairs: Sanna Malinen, Katharina Naswall

Promoting mentally healthy work is vital across all industries; yet achieving it remains complex. Although awareness of psychological well-being at work is growing, organizations continue to struggle with identifying psychosocial risks, implementing effective systems, and responding to diverse workforce needs. This symposium brings together six perspectives that illustrate both the challenges and opportunities in advancing mentally healthy work across varied sectors and cultural contexts. First, we examine the experiences of Health and Safety Representatives as they navigate psychosocial risk management and work to develop sustainable systems that protect employee well-being. A sociotechnical systems approach highlights multi-level influences on risk management, emphasising trust, shared understanding, regulatory prioritisation, and organizational capability.

Second, we present a large-scale organizational intervention from Fire and Emergency New Zealand designed to enhance first responders' well-being by addressing psychosocial hazards. Grounded in the Māori concept of whanaungatanga (connection and belonging), the programme uses co-designed organizational changes to strengthen leadership, collaboration, and recognition in a high-risk context. We then explore Indigenous well-being through cultural identity, confidence, and belonging during transitions into training and employment. Insights from Rangatahi Tūmeke, an Indigenous Future Leaders programme, show how cultural affirmation strengthens confidence, leadership aspirations, and purpose among Māori youth. Challenges in sustaining cultural identity within Western-dominated systems highlight the need for culturally safe workplaces that support both cultural and mental well-being. Next, we consider how self-verification striving influences employee well-being and other outcomes. Drawing on self-verification theory, this study shows that striving to self-verify enhances engagement, psychological well-being, and citizenship behaviour through improved person-job fit, underscoring the value of role alignment in mentally healthy workplaces.

Fifth, we examine shame as an often-overlooked barrier to mental health. Narratives from Finnish employees reveal how excessive workload, burnout, and mental-health-related absences can evoke shame and create reinforcing cycles of distress. These findings highlight the need for organizational cultures that reduce stigma and promote psychological safety. Finally, we present an organizational initiative in a knowledge-based organization transitioning to hybrid work. Developed through co-creation across organizational levels, the change

strengthened work-life balance and autonomy, with longitudinal data showing how collaboratively designed hybrid models can support sustainable well-being. Together, these presentations highlight how organizational and systemic approaches can advance mentally healthy, inclusive, and sustainable workplaces.

## **S276**

### **A Balancing Act: Key Stakeholders' Perspectives on Work Related Psychosocial Risk Management**

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*Background:* Growing awareness of work-related psychosocial risks and their associated harms is placing increased pressure on organizations to manage these risks. Despite calls from experts and leading authorities to improve the integration of psychosocial risks within occupational health and safety risk management systems, there are significant challenges to actioning this. Using a socio-technical systems approach, this study aims to advance our understanding of the national-, organizational-, and individual-level factors that can influence the management of work-related psychosocial risks and the relationships between these factors. We examine the experiences of Health and Safety Representatives as they navigate psychosocial risk management and work to develop sustainable systems that protect employee well-being.

*Method:* We use a qualitative approach, involving semi-structured interviews with 27 participants in senior advisory or leadership positions in occupational health and safety and human resource management in New Zealand. Participants were recruited via professional networks, initially to complete a survey. At the end of the survey, they could indicate whether they would be willing to participate in an interview about their involvement in psychosocial risk management.

*Results:* Reflexive thematic analysis was used to identify six key themes that have relevance across the individual, organizational and national level. These are: [1] Attitudes towards psychosocial risks and harm; [2] Building a shared understanding across stakeholders; [3] Getting psychosocial risks on the agenda; [4] Trust and credibility matter; [5] Using the knowledge and information resources available; [6] Economic flow-on effects and financial trade-offs.

*Conclusion:* The themes provide support for barriers and enablers identified in past literature and add new insight in other areas – particularly regarding the individual-level skills, knowledge, and attributes that participants view as important to initiate and improve psychosocial risk management processes in their organizations. The implications of our research have relevance for national-level policy makers, industry bodies/associations, organizational leaders, and practitioners working in roles involved in the management of work-related psychosocial risks. Together, these stakeholders play a role in improving how effectively psychosocial risks are addressed by organizations.

## **S277**

### **The Whanaungatanga Programme: A Participatory Organizational Intervention To Enhance Mentally Healthy Work Among Firefighters in Aotearoa New Zealand**

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*Background:* First responders are frequently exposed to critical incidents and operate in demanding organizational contexts that heighten their risk of mental ill health. While most

existing interventions target the individual, focusing on resilience or trauma management, organizational contributors to well-being are often overlooked. Addressing these systemic factors is essential for sustainable change. In response, Fire and Emergency New Zealand (FENZ) developed the Whanaungatanga Programme, a multi-year organizational intervention aimed at promoting connection, trust, and belonging by addressing psychosocial hazards within the workplace. The programme's name draws on the Māori concept of whanaungatanga, building relationships through shared experiences, reflecting Aotearoa New Zealand's bicultural foundations.

*Method:* Following an organization-wide well-being survey and extensive qualitative consultation, 51 co-design workshops were held across four districts in a pilot region, involving over 500 firefighters and commanders. Facilitated using non-violent communication principles, these workshops identified key organizational stressors and collaboratively generated locally relevant solutions. An Intervention Development Team synthesised these into eight targeted initiatives. Examples include increasing leadership visibility (e.g., "meeting-free Wednesdays"), improving reward and recognition systems, strengthening collaboration between management and the union, and enhancing the connection between operational and non-operational personnel. The evaluation of the programme occurs across two years, with follow-up surveys and interviews conducted one and two years post-implementation. Comparing the pilot region with the rest of the organization allows for the assessment of perceived changes in organizational factors and mental well-being over time.

*Results:* The Whanaungatanga Programme stands out for targeting organizational factors shown to explain variance in well-being and illbeing, even after controlling for exposure to trauma. Preliminary results show small but positive changes in perceived organizational and manager support, psychological safety, and preparedness to serve, particularly in the pilot region. Open-text feedback indicated optimism and improved communication, though some scepticism remained about organizational follow-through. Mental-health indicators remained stable, as expected given the short intervention exposure (one to four months), but reductions in presenteeism and cynicism suggest early cultural shifts. The follow-up evaluation is ongoing and will provide more information into the impact of the intervention on mentally healthy work.

*Conclusion:* This research highlights the importance of addressing work-contextual determinants of mental health in high-risk professions. The Whanaungatanga Programme demonstrates how participatory, context-responsive organizational interventions can foster well-being among first responders.

## **S278**

### **Developing Indigenous Future Leaders: Challenges and Opportunities to Cultural Well-being**

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*Background:* The ability to bring one's whole self to work - including cultural values and beliefs - is fundamental to cultural and mental well-being. However, the legacy of colonisation has constrained many Indigenous peoples from fully living out their values, including in education and at work. This study offers a unique contribution in exploring how Indigenous youth navigate the transition into further education and employment, examining whether and how their cultural needs are being supported during this process.

*Method:* We present findings from a case study of a Future Leaders programme in Aotearoa New Zealand – Rangatahi Tumeke - that aspires to instil a sense of identity, cultural confidence, and to foster leadership potential in Māori rangatahi (Indigenous youth). This presentation focuses on the Rangatahi Tumeke alumni - raukura – youth that have graduated the programme and sought to understand the long-term impacts of the programme on youth leadership and employment aspirations. Further, we aimed to understand the key enablers and barriers for raukura to sustain their cultural identity and continue their cultural journeys beyond the leadership programme.

*Results:* Findings from semi-structured interviews with 15 raukura so far show that the programme instils a newfound sense belonging, safety in self-expression, and confidence and pride in their culture, fostering emerging leadership potential and aspirations in early adulthood. However, participants also reported challenges in maintaining cultural self-expression when transitioning out of the programme. Some raukura struggled with finding a community beyond Rangatahi Tumeke, where Taha Māori (Māori perspective), including values, language and traditions, are understood and appreciated. Further, current educational and employment opportunities are mainly built on Western values and systems, creating a sense of living between two worlds.

*Conclusion:* We discuss these insights in relation to cultural well-being and recommend both local and systemic changes to better support Indigenous peoples' cultural and mental well-being in education and the workplace.

## S279

### **Would You Present Yourself in a Truthful Manner in the Workplace? Exploring the Impacts of Self-verification Striving on Employee Outcomes**

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*Background:* Individuals tend to create a favourable impression for themselves (Den Hartog et al., 2020; Kim et al., 2023). While tactical impression management may bring tangible benefits (Gino et al., 2020), sustained inauthentic self-presentation can drain psychological resources and erode trust in workplace relationships (Cable & Kay, 2012). This dilemma has sparked theoretical debates over whether the pursuit of social approval outweighs the desire for self-verification or vice versa (Swann, 2012). Self-verification theory (Swann, 1983, 1990; Swann et al., 1992) offers an alternative lens, positing that individuals are motivated to verify their self-views and seek environments that affirm their identities. Building on this perspective, self-verification striving reflects the personal preference to actively pursue such self-consistency by ensuring that others can see their authentic selves. Self-verification striving is a dispositional trait that has been linked to various positive outcomes, including job performance, creativity, and knowledge sharing (Burmeister et al., 2024; Chen & Wei, 2023; Kim et al., 2019). However, the underlying mechanisms through which self-verification striving exerts its impacts on employee outcomes are poorly understood (David et al., 2021), and the inconsistent findings in past research underscore the necessity of further exploration into how self-verification striving shapes employee outcomes. For instance, some scholars have discovered a positive association between newcomers' self-verification striving and their work performance and job satisfaction (Cable & Kay, 2012), while others have reported that self-verification striving does not have a direct impact on job satisfaction (Kim et al., 2019) or job performance (David et al., 2021). Moreover, contextual factors such as organizational climate may shape when self-verification striving is most beneficial. Thus, the main research questions in the present study are: (a) How does self-verification striving affect employee outcomes (i.e., work

engagement, psychological well-being, and OCB)? (b) Do organizational climate factors (e.g., psychological safety and perceived organizational politics) moderate the impact of self-verification striving on employee outcomes?

*Method:* A two-wave online survey of 310 full-time employees from diverse industries in the United States was conducted to examine these relationships. We collected data using the crowdsourcing platform, Prolific.

*Results:* We found that self-verification striving is positively related to work engagement, psychological well-being, and organizational citizenship behaviour. Importantly, person-job fit serves as a mediating mechanism underlying these associations, showing that individuals who strive to be perceived as they see themselves tend to experience greater role alignment, which relates to more favourable affective and behavioural outcomes. Contrary to expectations, the moderating effects of psychological safety and perceived organizational politics were not supported, suggesting that the self-verification process may operate relatively independently of contextual cues related to organizational climate.

*Conclusion:* These findings extend self-verification theory by elucidating the mediating role of person-job fit in linking self-verification striving to affective and behavioural outcomes at work. Moreover, it also offers insights for inclusive management practices that support employees' authentic self-expression and role alignment.

## S280

### **Relations Between Mental Health, Employee Well-Being, and Shame at Work: “No-one Feels Shame for Breaking their Leg and Needing Sick Leave, But When it Comes to Mental Health, the Shame is Immense”**

Jaana-Piia Mäkiniemi

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*Background:* Shame is a moral emotion that can arise at work when individuals feel their self-image is at risk, often due to falling short of significant personal standards. Also, mental health problems and burnout may evoke shame; for example, prolonged sickness absences related to mental or co-morbid illnesses are shown to be associated with higher levels of shame. Shame can lead to negative self-perceptions and behaviours such as avoidance, withdrawing and self-attack. Further, shame can cause employees to hide their problems and avoid seeking support, creating a barrier to mental health at work. However, not much is yet known about experiences of shame at work in general or in association with mental health in specific. Thus, this study explores the relationships between mental health, employee well-being, and shame.

*Method:* Participants were invited to write a narrative or description of a situation in which they experienced shame at work. A total of 249 Finnish employees contributed. In the current study, the focus is on stories related to mental health and employee well-being, aiming to explore the portrayed relationships between shame, mental health, and well-being in narratives.

*Results:* Based on the preliminary findings of thematic analysis, it seems that excessive workload can lead to poor performance and shame, which contributes to burnout, subsequently evoking more intense shame. Furthermore, shame may arise from the inability to perform adequately due to fatigue. Additionally, making a significant mistake at work can generate such intense shame that it may lead to burnout. Experiencing symptoms or exhibiting unusual behaviour at work due to mental health issues can also trigger shame. Moreover, the need for sick leave for mental health reasons appears to evoke shame, particularly when individuals feel they are not recovering quickly enough or fear returning to work.

*Conclusion:* It seems that mental health and well-being problems can evoke shame, but shame can also give rise to or escalate them. Therefore, novel strategies to prevent or reduce shame associated with mental health at work should be developed to enhance overall mental health in the workplace.

**S281**

### **Making Hybrid Work Work: Intervention and Implementation in Swedish Public Health Knowledge Organization**

Anne Richter

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*Background:* Mental ill-health is currently the leading cause of sickness absence in Sweden. At the same time, the COVID-19 pandemic has profoundly transformed working life. Many knowledge-based organizations have adopted hybrid work models, granting employees flexibility to divide their time between remote and on-site work. This shift has also driven the development of flexible office solutions, enabling organizations to optimize space utilization while accommodating diverse team sizes and work styles. Although employees often express a strong preference for hybrid work, implementing such arrangements entails significant organizational responsibility. The transition to a functional and meaningful hybrid work solution that aligns with organizational objectives while meeting employee needs must be approached systematically. Furthermore, given that hybrid work in its current scope differs substantially from pre-pandemic practices, there is an urgent need to understand its implications on both short- and long-term employee and organizational outcomes. This study presents a case study of a co-created intervention aimed at defining and implementing hybrid work and an office solution that supports hybrid working within a Swedish public health knowledge organization. The study also evaluates the effects of the intervention and its implementation process.

*Method:* A hybrid effectiveness-implementation design was applied. The longitudinal sample comprised 80 employees from a research and development division within a Swedish public health organization. Data collection served both to guide and optimize the change process and to evaluate intervention outcomes. Baseline data were collected in August 2022, followed by two process evaluation surveys in September 2023 and May 2024. Post-intervention data collection is ongoing and will conclude in December 2025. In addition to survey data, outputs from workshops and internal organizational documentation will be analyzed to provide a comprehensive understanding of the intervention and its effects.

*Results:* The organization employed a structured co-creation process involving workshops at all organizational levels to define the rationale for hybrid work and its specific meaning within the organization. An implementation model guided the development of target behaviours. Needs related to these behaviours were identified collaboratively with employees, and appropriate implementation strategies were deployed (e.g., further development in IT skills). Due to ongoing data collection, statistical results are not yet available. During the symposium, a logic model, detailed intervention description, and preliminary effectiveness and implementation outcomes will be presented.

*Conclusion:* Not applicable at this stage of the study.

## **Symposium 61: Navigating and Designing Hybrid Working Environments**

Chairs: Deirdre O'Shea, Alexandra Michel

In hybrid work settings employees can divide their time between collaborating with colleagues on-site and working from home, spending part of their time physically present in their place of work and part of their time working remotely (from their homes or from remote working hubs). Although hybrid working has several advantages for organizations, including the possibility of substantial cost-savings and for employees, including greater flexibility and reduced commuting times, many organizations are reported to be pulling their employees back to the office. This move is being met with mixed reactions. In this symposium, we present research considering these issues, including autonomy regarding decisions to work hybridly, perceptions of fairness and social exchange processes in the implementation of hybrid work, and how we can design alternative types of working arrangements in co-working spaces. It will additionally focus on setting a research agenda going forward for research on hybrid working.

The first presentation explores what are the possible outcomes if one works less, or more, remotely than they would wish or like to, and what motivates remote workers to work also at the office. As such, it answers important questions regarding the role of autonomy in hybrid work options. The second presentation builds further on the second paper, exploring the link between perceived fairness of hybrid working policies and employees work behaviour (OCB, CWB and task performance), with a distinction between different aspects of fairness and between organizational and team level. The third presentation considers a further aspect requiring consideration in terms of hybrid work environments will be designed to be age friendly. It will explore employees experiences in their physical, social and technological work environment, identifying factor that will support older knowledge workers in the context of hybrid work. The fourth presentation will focus on advancing our understanding of the design of and different forms of hybrid working environments as well as its promoting and hindering factors, boundary conditions and consequences. The final presentation will provide a review of the state-of-the-art on hybrid work. Drawing on the outcomes of a recent strategic small group meeting on hybrid work environments and special issue on the same topic, the authors will focus on setting an agenda for future research on hybrid work.

### **S282**

#### **Possible Consequences and Alternatives of 'Forcing' Remote Workers to the Office**

Janne Kaltiainen

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*Background:* The rapid increase in hybrid work arrangements has prompted many organizations to reassess their guidelines for hybrid work. For sustainable performance of organizations and employees alike, it is important to consider and understand how such hybrid work guidelines may influence employees' perceptions and experiences at work, particularly social factors, motivation, and well-being. This study addresses two critical questions related to hybrid work: (1) What are the potential consequences if employees work more or less remotely than they desire? (2) How do teleworkers' work-related experiences potentially affect their attitudes toward working in the office?

*Method:* We conducted a two-wave survey over six months with matched respondents from two Finnish organizations ( $N=1146$ ) to investigate statistical associations over time. I employed Partial Correlation and Analysis of Covariance for statistical analyses. The possible effects of demographic variables, such as age, gender, education levels, and background organization, were controlled for in the analyses.

*Results:* The findings show that discrepancies between the preferred and actual amount of remote work are associated with various unfavourable employee experiences. Working remotely less than desired was linked to less job resources, higher job demands, more critical evaluations of leadership, and lower employee well-being, organizational commitment, and work-life balance ( $p < 0,05$ ). Conversely, working remotely more than desired was associated with lower work ability, health, work-life balance, and self-evaluated job performance ( $p < 0,05$ ). Factors such as suitable working environment, a sense of belonging, trust among colleagues, servant leadership, belongingness at work, and friendly behaviours from co-workers were associated with positive attitudes towards working in the office ( $p < 0,05$ ).

*Conclusion:* Discrepancies between the actual and preferred amount of remote work may lead to adverse outcomes for employees and organizations. To encourage more on-site work, employers are advised to focus on enhancing factors that make working in the office more attractive. For example, it is crucial to recognize that in some instances, employees' strong preference for remote work may stem from factors such as low well-being, insufficient job resources, and weakened relationships with colleagues and supervisors.

## S283

### **Perceived Fairness of Hybrid Work Policies: Using A Person-Centred Approach to Test Social Exchange Mechanisms Towards Supervisors and Organizations Among Hybrid Workers**

Jonas De Kerf, Miriam Engels, Karolien Hendrikx  
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*Background:* The large-scale implementation of hybrid working during the COVID-19 pandemic resulted in a strong increase in organizations implementing formal hybrid working arrangements (i.e., written by the HR department) that organize when and how employees can work from home (Sostero et al., 2020). Drawing from Social Exchange Theory (Blau, 1964), many scholars have argued that such formal policies amplify work performance outcomes because employees feel morally obliged to perform better when they are allowed to engage in hybrid working (e.g., Fogarty et al., 2011). However, how these policies affect work performance outcomes depends on how they are perceived by employees, which is inevitably closely entwined with the underlying perceptions of employees towards their supervisor carrying out the policies, and towards their organization designing the policy (Lavelle et al., 2007).

Nevertheless, prior research has shed little light on how fairness during the implementation of hybrid working policies can alter their outcomes through social exchange mechanisms. In this study, we argue that distinct aspects of fairness (e.g., procedural justice) are more likely to evoke feelings of moral obligation toward the party enacting that form of fairness (e.g., the organization), thereby influencing performance outcomes directed at that party (e.g., OCB toward the organization, but not necessarily toward the supervisor). Accordingly, we aim to offer a comprehensive image of the underlying social exchange relationships through which implementing hybrid working policies can affect employees' work performance.

*Method:* We collected data across two waves within a large Flemish organization that recently implemented a new hybrid working policy ( $N1 = 3,731$ ). To identify distinct profiles of employees who feel morally obliged toward their supervisor and organization, we will conduct latent profile analyses (Spurk et al., 2020). We will then examine how justice perceptions predict membership in these profiles and how work performance outcomes (e.g., task performance, OCB, and CWB) differ across them. Finally, we will test whether profile membership is stable or dynamic across time, using latent transition analyses ( $N2 = 447$ ) (Woo et al., 2024).

*Results:* Preliminary results support our expectations by demonstrating how perceptions of justice towards the organization (i.e., procedural and distributional) primarily trigger performance outcomes targeted at the organization (e.g., OCB), and similarly for perceptions of justice from the supervisor (i.e., interpersonal and informational) affecting performance outcomes targeted at the supervisor (e.g., CWB).

*Conclusion:* Theoretically, the findings of this study complement previous research by demonstrating the importance of disentangling social exchange mechanisms to understand how hybrid working policies affect work performance outcomes. Practically, our findings underscore the importance of perceived fairness on both organizational and supervisory levels in the design and implementation of hybrid working policies, highlighting differential pathways through which these perceptions can enhance performance outcomes.

## **S284**

### **Towards Age-friendly Work Environments in Hybrid Work**

Virpi Ruohomäki<sup>1</sup>, Minna Sandelin<sup>2</sup>

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*Background:* The future workforce will increasingly be made up of ageing knowledge workers in many of the developed countries. The effects of ageing on work life should be considered more often, not only in physically demanding work but also in mentally demanding positions. At the same time, work environments have changed significantly in the recent years. The shift towards work that is not being bound to any specific time or place has compelled the development hybrid working. This paper explores employees' experiences in their physical, social and technological work environment, and focuses on identifying factors that support older knowledge workers and improve their work environments in the context of hybrid work.

*Method:* The study adopted a qualitative research approach and a multiple case study design to examine experiences of knowledge workers over 50 years of age (N = 77) by using a visual research method called probes, including photos, workshops and interviews. Viewpoints of management and experts (N = 29) were studied by conducting semi-structured interviews.

*Results:* The results revealed many valuable employee experiences and highlight several strategies used by management to design and manage work environments. One of the most notable findings is the need to place greater emphasis on cognitive ergonomics, for example, with better visual design, to aid the ability to perform different tasks that require mental effort, learning, thinking and problem solving. In addition, the importance of social spaces and collaboration-supporting events in organizations should be better acknowledged in order to create a stronger social coherence, transfer know-how, expertise and tacit knowledge as well as avoid isolation and online fatigue due to remote and hybrid working. Further, flexible working hours and the possibility of hybrid working support the need for recovery from workload and, in particularly, the increasing need of older employees to act as caregivers for their elderly parents.

*Conclusion:* This study reveals that the concept of the workplace is not just a network of physical places but a broader experience—and that the physical work environment is only one aspect of the overall experience of an employee in hybrid work. Thus, the findings highlight the importance of an integrated approach for workplace design and, in practice, management across different departments.

S285

## Designing for Fit: Linking Physical Work Environments to Activity Support in Coworking Spaces

Anna Steidle<sup>1</sup>, Muriel Bruhns<sup>2</sup>, Jordan Veigl<sup>2</sup>, Leonie Leitner<sup>2</sup>, Miriam Landowski<sup>2</sup>, Annekatriin Hoppe<sup>2</sup>

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*Background:* In light of the growing shift toward hybrid work, coworking spaces are becoming a popular alternative to working from home or in traditional offices. The physical design of CWS may play a pivotal role in facilitating concentration, interaction, creativity, and recovery—thereby promoting both performance and well-being. Building on Person–Environment Fit Theory, we assume that the physical work environment can either support or hinder work-related activities and may thus frustrate or fulfil users' work-related needs. Accordingly, it may encompass both physical demands and resources for CWS users. The aim of our exploratory study was to identify physical environmental characteristics that support different work-related activities in CWS and to derive activity-specific design recommendations.

*Method:* Three independent rater groups visited 42 areas dedicated to different work-related activities in eight coworking spaces in Berlin in June 2025. Groups 1 and 2 assessed physical conditions (e.g., climate, lighting, view, acoustics) and design features (e.g., layout, furniture, cleanliness, technical equipment) as well as satisfaction with these attributes. Group 3 evaluated perceived room atmosphere and the extent to which it enables four types of activity: concentration, interaction, creativity, and recovery. Ratings were aggregated at the area level. To generate an integrative set of environmental predictors, indices were constructed using principal component analyses and theoretical considerations (e.g., number of natural elements based on Attention Restoration Theory). Considering medium effect sizes as indicators of practical relevance, correlation analyses were used to identify relevant attributes and atmospheres associated with each activity. To reduce redundancy, related predictors were compared and only those with higher conceptual relevance were retained (e.g., number of natural elements instead of the presence of natural materials).

*Results:* Stepwise multiple regression analyses yielded final sets of four to six independent predictors supporting each work-related activity. For example, concentration-supportive areas were characterised by a detached and calm atmosphere, high satisfaction with acoustics and privacy, absence of a view, adjustable workstations, and numerous technical elements. In contrast, recovery-supportive areas possessed an informal atmosphere, comfortable lighting, sofas, playful design elements (e.g., swings), no (adjustable) workstations, and elicited satisfaction with lighting, view, spatial layout, and colours. Taken together, these results highlight distinct environmental configurations that promote specific work-related activities in coworking settings.

*Conclusion:* The four sets of activity-supportive environmental elements provide insights into the range and relevance of activity-specific demands and resources in coworking spaces. These findings offer an empirical foundation for tailored design measures that aim to foster specific work-related activities in existing or new CWS. Beyond these practical applications, the study's innovative approach—simultaneously examining a broad range of physical and atmospheric features and analysing effects at the area rather than the person level—may help explain previous inconsistencies in the literature on physical work environments. Limitations relate mainly to the small number of analyzed areas highlighting the need for replication in larger and more diverse samples.

S286

### **Hybrid Work: Where Are We Coming From, Where Are We Going To?**

Alexandra Michel<sup>1,2</sup>, Deirdre O'Shea<sup>3</sup>, Jari Hakanen<sup>4</sup>, Janne Kalttiainen<sup>4</sup>, Annkatrin Hoppe<sup>5</sup>  
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*Background:* It is likely that the workplace of the future will be characterised by a higher proportion of hybrid working. However, evidence remains inconclusive not only regarding the association between hybrid working and employee mental health, well-being, and performance, but also on team processes (e.g., participation, communication), team cohesion and climate as well as organizational outcomes (e.g., innovativeness, productivity, organizational commitment). Only recently, research has started to evaluate performance in the context of hybrid work (e.g., Allen et al., 2024). Moreover, less is known about antecedents and consequences of hybrid work at the team and organizational level (e.g., Arena et al., 2023) and how they unfold over time.

*Method:* In this presentation, we will map the emerging research agenda and future directions for the field of improving and understanding hybrid work. We will draw on findings from a recent Strategic Small Group Meeting and journal special issue on hybrid work.

*Results:* We identify future directions for improving our understanding of hybrid work along four themes, including leadership and teams, self-management, well-being and the work environment. First, with regard to leadership and teams, several aspects of leadership need re-considering including the roles of informal communication, managing conflicting interests between individuals desire for flexibility and the organizations need for teams to interact. Second, self-regulation, including the ability to self-manage oneself and one's work, presents a potential solution to equipping workers with skills that enable them to work in the dynamic workplace of the future. However, hybrid work may necessitate some novel approaches to self-regulation strategies (e.g., "boundary crafting" as a novel strategy, where employees use their personal resources to craft individualized routines for work and non-work activities within the constraints of their job demands and resources). Third, conceptualisations of well-being need to be broadened to consider a more holistic perspective to assess the impact of hybrid working on employee well-being. For example, a renewed emphasis on physical aspects (e.g. room atmosphere, designing home workspaces) may be appropriate. Finally, in hybrid work, it is important that work-from-home practices effectively align team members' work locations to manage uncertainties, however, other forms of structuring work environments, such as a co-working community can function as a source of social support and other social job resources including high-quality connections.

*Conclusion:* Hybrid working systems and structures are evolving at a rapid pace. We highlight four key areas where further research is warranted and discuss opportunities for both research and practice going forward.

### **Symposium 62: Keep on Keeping on: New Perspectives to Address Occupational Health and Safety**

Chair: Laura Fruhen

Occupational health and safety research has a long tradition of studying factors that contribute to safety at work. Yet, more recently, globally workplace accidents and fatalities are on the rise (ILO, 2023). Thus, continued investigation of the determinants of work health and safety is required. This symposium provides new insights based on studies spanning organizational safety across intra-personal factors (e.g. normalization of risks, biases), interpersonal dynamics (listening, voice), and leadership (paradox, commitment) concepts.

Starting with intra-personal factors, the first presentation by Sedlar focuses on normalization of deviance (NoD; the incremental acceptance of behavioural noncompliance). NoD is traditionally highlighted in hindsight, following accidents. Sedlar and colleagues' research shows that, in the absence of accidents NoD also occurs and is driven by a complex interplay of individual motivations, workplace constraints, and organizational pressures. Of note, while top-down production pressures are commonly emphasized within the literature, this study's findings suggest that it is in fact personal efficiency seeking that is driving NoD in operators. Continuing the focus on intra-personal factors, Holman will present on training to mitigate biases in regulatory practices. Holman and colleagues design and evaluate a training intervention aimed at reducing bias in regulatory inspectors' safety decision-making. Their research shows that debiasing strategies are effective and provide valuable insights into the complexities in training regulatory safety inspectors to enhance their safety-related decisions.

Moving towards interpersonal safety determinants, Reader presents on an innovative method to study naturally occurring behaviour with unobtrusive methods to study safety at work. Specifically, they provide insights into text-based data to study safety voice and listening as providing new ways of studying safety behaviour in organizations. Next, focusing on leadership, Andrei and colleagues' study perceived underlying drivers of leader safety commitment (i.e. reasons why leaders are seen to prioritize safety) in relation to safety intentions. Experimental data shows that affective and morally grounded safety commitment displays are key to effective safety commitment demonstrations, while a display focused on transactional reasons undermines the effect of safety commitment. Finally, and continuing the focus on leadership, Hu and colleagues research addresses the paradoxical nature of safety leadership. They examine paradoxical safety leadership as a multidimensional construct that consists of seemingly contradictory yet interrelated leader behaviours to meet competing goals and demands in safety management. Their research shows that leaders who successfully balance competing goals positively impact safety.

## **S287**

### **“It’s Just How We Do Things Here”: An Interview Study on the Normalisation of Procedural Deviation Within the Petrochemical Industry**

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Workers within the petrochemical industry are faced with constant occupational and process safety hazards. Within this sector, procedural compliance is often touted as paramount for safe and effective operations. Yet, retrospective investigations into major disasters, including the Texas City refinery and the Deepwater Horizon explosions, have identified normalisation of deviance (NoD) – defined as the incremental acceptance of behavioural noncompliance – as a key explanation for observed degradations in safety standards throughout periods preceding the disasters. While recognised as a potential threat to operational safety, there continues to be a historical reliance on post-hoc incident analyses for its study and understanding, leaving the current literature on the topic suffering from a form of survivorship bias.

The present study aims to build on our previous work developing an NoD factor framework by incorporating operators' lived experiences and perceptions of the factors driving engagement in, and normalisation of, procedural deviations in the absence of major incidents. A qualitative, interview-based study was conducted with nine experienced personnel (four frontline operators and five supervisors) from the petrochemical sector. Data were gathered through semi-structured interviews wherein participants described past experiences of procedural deviations

which they had either witnessed or personally engaged in. A total of 31 distinct instances of normalised deviance were reported across the nine interviews and were subsequently analyzed using directed content analysis. The previously developed NoD factor framework, which follows the structure of Rasmussen's (1997) socio-technical systems model, was applied for this deductive analysis.

Most normalised deviations (23 of 31) were described as intentional rather than unintentional, with none being associated with a major incident or loss event. Factors from across all socio-technical levels were identified as contributory, with *personal efficiency seeking* (cited in 15 cases), *inadequate environmental or structural design* (11 cases), and perceived organizational *production prioritisation* (10 cases) being the most frequently cited drivers. Only negligible differences were noted between the factors identified by supervisors and frontline workers, suggesting a shared experience and perception of operational pressures and system deficiencies.

This research suggests that workers perceive deviance normalisation to be driven by a complex interplay of individual motivations, workplace constraints, and organizational pressures. Although top-down production pressures are commonly emphasised within the literature, many operators suggested that it is in fact personal efficiency seeking which largely motivates operators to deviate from procedures. This finding underscores the importance of recognising operators' agency and human factors in the design of procedures and work environments.

## S288

### **Enhancing Regulatory Inspectors' Safety Decision-Making: Evaluating a Debiasing Training Intervention**

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*Background:* Effective safety regulation ensures that high-risk industries are held accountable and comply with legal standards aimed at reducing safety risks to an acceptable level. Central to the effectiveness of safety regulators is the decision-making of their safety inspectors. Regulatory safety inspectors collect, review, and evaluate information to reach important decisions about compliance and improving safety practices. Yet, there is growing recognition that psychological biases affect decision-making processes on various aspects of safety, as they can involve complex social processes, intangible beliefs, and implicit norms (Willis et al., 2024). For example, in investigating the Fukushima Daiichi nuclear accident, the International Atomic Energy Agency reported a regulatory failure to challenge assumptions of nuclear power plants being so safe that accidents of such a scale were unthinkable (IAEA, 2015). Whilst psychological research has demonstrated that human information processing is susceptible to bias (Oeberst & Imhoff, 2023), much less is known about effective strategies to mitigate biases in safety decision-making. The aim of this study is to design and evaluate a training intervention programme aimed at reducing bias in regulatory inspectors' safety decision-making.

*Method:* Inspectors from three UK-based safety regulators across high-risk/hazardous industries took part in a training programme. Participants were randomly allocated to the intervention group (IG; N = 64) or active control group (ACG; N = 37). The IG received training on different debiasing strategies including bias awareness training, information processing techniques, and peer-based debiasing strategies. The ACG participated in training on qualitative research methods.

*Results:* Data collection is complete and qualitative and quantitative evaluation data provide insights regarding the effectiveness of the training intervention in mitigating the adverse effects of bias in safety decision-making. Results from eight focus group sessions showed the importance of reflective practice for effective safety decision-making and identified challenges in transferring debiasing techniques into real-life safety inspection work.

*Conclusion:* This research contributes to enhancing our understanding of psychological biases within safety decision-making. There has been limited research into how to effectively mitigate bias. Thus, the findings from our study contribute valuable insights into debiasing strategies and the complexities in training regulatory safety inspectors to enhance their safety-related decisions.

**S289**

### **Studying Safety Behaviour Through AI and Textual Data**

Thomas Reader

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*Background:* This paper examines how digital and textual trace data from organizations can be used to study health and safety behaviour. It will explore the different and often vast forms of data now available to researchers – for example, natural speech, feedback, complaints, responses, and incident reports – and consider how these can be used to analyze how effectively people and organizations manage safety. This is significant because, traditionally, we have studied health and safety behaviour through self-report or incident data; however, it is increasingly possible to examine behaviour as it naturally occurs within organizations. The challenge now facing psychologists is how to analyze these data and leverage the insights they contain. We will explore how AI-augmented analyses can enable both quantitative measurement and qualitative interpretation, providing a new and unobtrusive way of studying safety behaviour in organizations that can generate new theory and test assumptions (e.g., on the link between safety culture and safety performance). We draw on three empirical examples from our research to illustrate this shift.

*Method:* First, we examine how written complaints from patients and families sent to hospitals can be analyzed using natural language processing (NLP) to reveal safety incidents. Second, we examine how employee feedback about workplace experiences posted on online forums can be analyzed with AI methods and used to study employee health (e.g., stress) and safety behaviour. Third, we examine how Large Language Models can be used to assess the quality of organizational responses to safety problems raised by stakeholders. In each case, the data are drawn from published studies written by the authors, and are brought together to form the analysis.

*Results:* We show how AI-augmented analyses of textual data from diverse sources allow us to study safety behaviour using methods that provide both quantitative outputs (e.g., reports of safety problems) and qualitative insights (e.g., the nature of problems reported). Specifically, we demonstrate that: (i) written complaints from patients and families can be used to detect medical accidents and hospital mortality rates; (ii) employee feedback on online forums can be used to detect high levels of workplace pressure and stress (and organizational failures); and (iii) organizational responses to safety problems can be analyzed to study defensiveness.

*Conclusion:* Taken together, the analyses illustrate the paradigmatic shift occurring in safety research, precipitated by new forms of digital and textual data, advances in AI, and developments in psychological science. They show how these new data sources enable mixed quantitative-qualitative analysis of safety behaviour, capturing how it is reflected in naturally generated, rich textual data created by organizational employees and stakeholders.

## S290

### **Why Leaders Prioritize Safety Matters: Testing the Role of Affective, Normative and Calculative Safety Commitment in Shaping Employee Safety Behaviour Intentions**

Daniela Andrej<sup>1</sup>, Laura Fruhen<sup>2</sup>, Annika Mertens<sup>1</sup>

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Employee perceptions of leader safety commitment are key drivers of safety behaviours at work. Perceived safety commitment reflects the extent to which leaders are seen to prioritize safety within their teams. Emerging research indicates that the specific drivers underlying this commitment - whether affective (i.e., personal sense of care for workers' safety), normative (i.e., moral obligation to ensure safety), or calculative (i.e., a strategic focus on safety for non-safety reasons) shape its impact on worker outcomes. However, prior studies have been predominantly cross-sectional and have relied on workers' attributions of these motives rather than assessing leaders' actual commitment.

In this study we experimentally tested the effects of these different types of safety commitment on employees' behavioural intentions (i.e. safety compliance, safety participation, and safety voice) using a between subjects, vignette design. Participants (N = 431 currently employed adults) were randomly assigned to one of three leader statements representing affective, normative or calculative safety commitment, and were then asked about their safety behaviour intentions in the work situation described.

Results revealed significant effects of the type of safety commitment conveyed: affective and normative safety commitment fostered stronger safety behaviour intentions than calculative safety commitment, which was less effective across all outcomes. No significant difference emerged between normative and affective safety commitment in relation to the safety behaviour intentions.

These findings demonstrate that the underlying drivers behind a leader's commitment to safety differentially influence workers' behavioural intentions. In particular, affective – as well as normative - safety commitment can enhance engagement in safety behaviours at work such as speaking up regarding safety issues, complying with safety rules and procedures and contributing to improvements in the safety systems. Calculative motives by contrast are seen to undermine the priority the leaders assign to safety, making it ineffective in relation to behavioural safety intentions. The study strengthens the empirical foundations for leader development initiatives aimed at fostering genuine and ethically grounded safety commitment to improve workplace safety outcomes.

## S291

### **Paradoxical Safety Leadership, Conceptualisation and Measurement**

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Managing workplace safety requires leaders to navigate through competing goals and processes. However, the current conceptualization and measurement of safety leadership do not adequately address this practical reality. To address this issue, we integrate paradox theory and paradoxical leadership research with safety-management literature to develop the conceptualization and measurement of paradoxical safety leadership (PSL). We define PSL as a multidimensional construct that consists of seemingly contradictory yet interrelated leader behaviours to meet competing goals and demands in safety management.

Using a combination of deductive and inductive methods, we identify four behavioural dimensions of PSL: (1) placing an emphasis on both production and safety; (2) enforcing safety compliance while allowing flexibility; (3) bridging upper management safety requirements versus frontline safety needs and requests; and (4) balancing time in the office and the time spent with employees in the field.

We then provide evidence that supports the proposed four-factor structure, reliability, convergent, discriminant, incremental validity, and cross-cultural invariance of the PSL scale. Our results suggest that PSL is distinct from existing safety leadership and paradoxical leadership constructs and predicts voluntary safety performance (i.e., safety voice, safety participation, and safety innovation) over and above perceived safety climate.

Our study broadens the understanding of the role of leadership in workplace safety by developing a paradoxical approach to managing safety tensions and providing a measure that has the potential to advance research in both safety and paradox leadership domains.

### **Symposium 63: Reference and Limit Values for Psychosocial Hazards at work: Conceptual Approaches, Empirical Evidence and Practical Implications**

Chairs: Roman Pauli, Jessica Lang

Occupational hazards have increasingly become a major public health concern, extending beyond physical and chemical risks to psychosocial factors at work. Across Europe, member states have developed country-specific regulations, and international standards have contributed to a more systematic approach to psychosocial risk management. Despite these advancements, the critical question at what level of exposure to psychosocial hazards action is required to protect workers' health remains largely unresolved. While occupational exposure limits (OELs) for non-psychosocial hazards (e.g. hazardous substances) are well established, criteria for evaluating safe exposure to psychosocial hazards have long been called for. In five contributions, this symposium addresses methodological and conceptual approaches to defining, deriving, and applying reference and limit values for psychosocial hazards.

Nübling et al. introduce the topic using the Copenhagen Psychosocial Questionnaire (COPSOQ). Drawing on over 700.000 participants from the German COPSOQ reference database and reviewing similar practices within the COPSOQ International Network, the authors demonstrate how empirical comparative values can help organizations contextualize survey results and identify areas requiring action. Next, Gehrke-Walther, Rau, and Salber present a criterion-based approach for determining cut-off scores for decision latitude and work intensity against international ergonomic standards. Using expert job analyses and self-reports from over 1.800 workers across 801 jobs, they derive and validate cut-off values to distinguish well- from poorly designed jobs and predict work engagement, exhaustion and recovery.

Then Metzler et al. examine whether patterns of psychosocial hazard exposure characterize different occupations and whether exposure limits can support preventive assessment at the job level. Their analyses of two samples with more than 2000 employees each reveal high consistency of hazard ratings within jobs but limited distinctiveness between broader occupations, indicating that meaningful limits may need to remain job specific. Also, at group-level, Dettmers and Ames investigate whether averages of psychosocial stressors can predict individual health risks. Drawing on data from 9.238 employees across 32 companies, they show that aggregated scores meaningfully relate to burnout and psychosomatic complaints, supporting the practical use of group-level cut-offs in risk assessment. Finally, from an interdisciplinary perspective, the contribution by Kraus illustrates approaches for OELs for non-

psychosocial hazards, highlighting regulatory processes and stakeholders involved. This contribution transitions to the final discussion, exploring distinctions between psychosocial and non-psychosocial hazards, as well as the legal and organizational prerequisites for collaborative efforts toward establishing OELs for psychosocial hazards.

## **S292**

### **Different Ways to Detect Unfavourable Psychosocial Working Conditions. Examples from the COPSOQ International Network Especially Focusing on the German Approach Using Reference Values**

Matthias Nübling, Marius Quernes, Nicola Häberle, Alexandra Kleine-Albers, Nils Ellebrecht, Martin Vomstein, Hans-Joachim Lincke

FFAW: Freiburg research centre for occupational sciences, Freiburg, Germany

*Background:* In companies there is a constant need for orientation to find out if one has to act or not. In the case of psychosocial risk assessment, it is the need for information to detect if certain working conditions are threatening a worker's health (or not) as intervention measures may have to be taken. The different teams of the COPSOQ (Copenhagen Psychosocial Questionnaire) international network have found different approaches to meet this need. These will be discussed while the main focus is on the role of reference values from the German COPSOQ-database.

*Method:* The approaches of the COPSOQ teams from countries are systematically reviewed in their genesis and how they come to define exposure limits in risk assessment. Advantages and disadvantages are discussed from a scientific as well as from a practical perspective. After the COPSOQ has been introduced in Germany more than 20 years ago, the specific requirements and opportunities, but also the strengths and weaknesses comparing mean values for psychosocial exposure in different occupational groups are presented more detailed.

*Results:* Some COPSOQ teams define exposure limits in reference to the distribution of answers given in a risk assessment survey. Thus, the company report can tell how many employees are working on a low, middle or high psychosocial risk level. In other cases, there are cut off values, which means that any result above (or below) such a preset value will decide if there is a psychosocial risk or not. The reference value system in Germany gives an overview if the results of a company survey are more or less favourable in contrast with the results from other surveys. There is data of more than 700,000 participants from almost 2,000 surveys ever since this system was launched.

*Conclusion:* When risks groups are defined by distribution of answers, the result is easy to understand: one can almost see all the individuals working at risk (or not). In a similar way, preset cut off values make results easy to understand: the border they draw is simply obvious. They may derive from rather "statistical" considerations. The division of answers into percentiles, the determination a top five percent as high-risk group, or setting a threshold at some number do not necessarily need empirical counterparts. Therefore, reference values are less independent: "less favourable" gets its sense from the relation to another group's situation. Maybe none can tell if "favourable" really means "favourable" in the sense of a clinical diagnosis, but the comparison group can be real. As final conclusion, it seems in any case that to define risks will never be without risks.

S293

### Criterion-Related Cut-Off Values for Decision Latitude and Work Intensity: Determination and Evaluation

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*Background:* In psychosocial risk assessment, cutoff values can support the identification of poor job design by enabling an efficient, criterion-based interpretation of questionnaire sum scores. However, such cutoffs are rarely available for specific job characteristics relevant to psychosocial risk assessment. Existing cutoffs primarily rely on industry-specific averages or self-reported strain indicators, which can be biased by subjective perception. This study aimed to derive and validate criterion-based cutoff scores for self-rated decision latitude and work intensity that classify work design as well-designed versus poorly designed, based on objectively evaluated job characteristics and international standards (e.g., DIN EN ISO 6385, 2016).

*Method:* We conducted a two-sample design combining subjective (self-report) and objective (expert rating) job assessments. Between 2006 and 2016, 801 jobs from multiple sectors were analyzed. First, trained job analysis experts rated job characteristics independently of the job incumbent's perception of their job tasks on scales with defined levels throughout a working day using observational interviews (Task Diagnosis Survey; Hacker et al., 1995). These anchored scales enable jobs to be categorized as either well-designed or poorly designed. Additionally, jobholders rated their perceived work intensity and decision latitude using the FIT questionnaire (Richter et al., 2000). Based on the distinction between well-designed and poorly designed jobs resulting from the objective job analyses, receiver operating characteristic (ROC) analyses were conducted to determine the optimal cut-offs for self-rated work intensity and decision latitude, with the Youden index utilized to identify these cut-offs. The external validity of the results was examined in a second, independent sample of 1,076 workers by comparing groups defined by the derived cut-offs for jobs with well-designed versus poorly designed work intensity or decision latitude with regard to work engagement, vital exhaustion and the inability to recover.

*Results:* ROC analyses indicated good diagnostic utility for decision latitude (AUC = .78) and work intensity (AUC = .72). Final cutoff scores classified self-rated decision latitude  $\leq 22$  as poorly designed and  $\geq 23$  as well-designed, and self-rated work intensity  $\geq 15$  as poorly designed and  $\leq 14$  as favourable. In external validation, employees above the decision-latitude cutoff reported higher work engagement and lower vital exhaustion than those below, whereas employees above the work-intensity cutoff reported higher vital exhaustion and greater inability to recover than their counterparts. Effect sizes were in the expected directions (small to large), supporting criterion validity and the practical usefulness of these cutoffs for screening and prioritizing in psychosocial risk assessment.

*Conclusion:* To our knowledge, this study provides the first criterion-based cutoff scores for a subjective work analysis instrument that classify decision latitude and work intensity against objective international standards. These cutoff scores enable an efficient evaluation of task design, support the identification of critical areas requiring further examination, and enable the implementation of targeted interventions in psychosocial risk assessment. Future research should extend this approach to additional job characteristics.

S294

## From Jobs to Occupations: Examining the Feasibility of Occupational Exposure Limits for Psychosocial Hazards

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*Background:* Establishing occupational exposure limits for psychosocial hazards, analogous to those for chemical and physical hazards, would enable a shift from reactive diagnosis to preventive risk assessment. Drawing on quantitative toxicological threshold concepts like Benchmark Dose or effects levels, such limits require demonstrating that self-reported exposure to psychosocial hazards shows sufficient consistency within, and distinctiveness across organizational levels. Two complementary questions emerge: Do workers in the same job, i.e. a specific set of tasks within an organization, rate hazards consistently? And can similar occupations, i.e. broader professional categories across organizations, be reliably distinguished as distinct entities based on their characteristic patterns of psychosocial hazard exposure? These questions determine whether exposure limits like in job exposure matrices based on self-report data can support preventive assessment at the job level versus broader occupational classification systems.

*Method:* We conducted two studies using data from a European manufacturing company. Study 1 examined 2,065 employees across six job types at multiple sites, analyzing within-job homogeneity of psychosocial hazard ratings using the Copenhagen Psychosocial Questionnaire. We calculated interrater agreement and applied mixed-effects models to partition variance in health outcomes between job-level and individual-level factors. Study 2 analyzed 2,070 employees across six pairs of similar occupations, examining whether occupations function as distinct higher-level entities. We assessed interrater agreement, variance homogeneity within and heterogeneity between occupations, and employed random forest classification to test whether employees could be correctly assigned to their occupations based on self-reported work characteristics.

*Results:* Study 1 revealed high within-job consistency: hazard ratings of similar jobs across sites differed by only 3-5 points on a 0-100 scale, with most variables showing good interrater agreement. However, mixed-effects models showed that while general health exhibited substantial job-level variance, job satisfaction and emotional exhaustion were primarily individual-level phenomena. Study 2 demonstrated that while some work characteristics showed acceptable agreement within occupations, variance analyses revealed insufficient within-occupation homogeneity and between-occupation heterogeneity for many variables. Machine learning classification achieved above-chance performance but with error rates of 39-52 percent, indicating that occupational membership alone poorly predicts individual work characteristic ratings.

*Conclusion:* Self-reported psychosocial hazard assessment shows promise at the job level, where workers performing identical tasks at different sites demonstrate consistent exposure ratings. However, generalization to the broader occupational level faces substantial obstacles. While job-level indicators may support within-organization preventive assessment, the weak distinctiveness of occupations as higher-level entities challenges the validity of occupation-based exposure matrices for regulatory purposes. These findings suggest that occupational exposure limits for psychosocial hazards, if feasible at all, must account for job-specific contexts rather than relying on broad occupational classifications. The transition from reactive to preventive psychosocial risk assessment requires reconciling consistent job-level patterns with limited occupational-level generalizability.

**S295**

**Risk-based Cut-Offs for Group-Level Psychosocial Job Stressors and Resources Scores and their Predictive Quality for individual Health Impairments**

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*Background:* Psychosocial work risk questionnaires are standard tools in psychosocial risk assessment. Questionnaire results help to identify psychological hazards and to select specific workplace groups that should receive particular attention for further action. However, unlike risk assessment results regarding physical or chemical hazards, the results of psychosocial risk questionnaires often lack meaningful cutoff values or empirically based indications on how to interpret specific scores. Previous studies have shown that measured psychosocial job stressors and resources can be translated into risk values for psychological and physical health impairments. While the translation of individual questionnaire scores into health risks is a promising approach to derive thresholds for acceptable and unacceptable levels of psychosocial stressors, in the practical application of psychosocial risk assessments, individual results of participants are usually not available; instead, only aggregated levels of psychosocial stressors for workplace groups with more or less homogeneous levels of job stressors and resources are accessible. The predictive value of these aggregated questionnaire scores, however, is not clear, nor is the role of heterogeneity of job characteristics within workplace groups which is often an issue in psychosocial risk assessment. This study investigates how group-level averages of psychosocial risk factors, collected in the context of psychosocial risk assessments, predict individual health risks.

*Method:* We used data from real-life psychosocial risk assessments in 32 companies, comprising a total of 9,238 employees. Psychosocial risk factors and indicators of impaired health—such as burnout and psychosomatic complaints (e.g., back pain)—were measured. Using a three-level generalized mixed model analysis, we assessed the relationship between average psychosocial risk factors at the workplace-group level and health impairments of individual group members. Additionally, we analyzed the effects of within-group agreement on these associations and evaluated the predictive validity of cutoff values derived at the individual level when applied to the group level.

*Results:* The study results confirm that average psychosocial stressor and resource scores are related to risks of individual burnout and psychosomatic complaints within groups. The findings regarding within-group agreement were inconsistent. Contrary to initial expectations, the study did not find evidence for the an interaction effect, implying that the association of group mean risk factors and individual health impairment would be weaker in groups with low within-group agreement. Rather we found evidence for direct negative effects of within-group agreement on individual health impairment. Finally, we found that cutoff values derived at the individual level proved to be valid predictors of health impairment when applied at the workplace-group level.

*Conclusion:* Incorporating the workplace-group level into analyses of the relationship between psychosocial risk factors and health indicators significantly extends current theoretical and methodological approaches beyond individual data. This perspective is particularly relevant in practice, as psychosocial risk assessments typically focus on the workplace-group level to determine the need for action. Our findings make a crucial contribution to the practical implementation of psychosocial risk assessments by enabling a more accurate interpretation of analysis data and providing clearer guidance for the development of targeted interventions.

**S296**

## **Occupational Exposure Limits for Non-psychosocial Hazards: A Blueprint?**

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While occupational exposure limits (OELs) have long served as a cornerstone of occupational health protection for chemical and physical hazards, comparable evaluation criteria for psychosocial hazards are still missing. This contribution approaches the issue from an interdisciplinary perspective, linking occupational medicine and toxicology to explore how established regulatory frameworks for non-psychosocial hazards may support the development of reference or health-based limit values for psychosocial factors at work.

In occupational toxicology, OELs are derived through systematic processes that combine in-vitro and animal experiments, epidemiological evidence, toxicokinetic modelling, and expert judgment. Two paradigmatic examples are presented: the derivation of OELs for non-carcinogenic and carcinogenic substances. For non-carcinogens, threshold concepts are applied, assuming exposure levels below which adverse effects are unlikely to occur. In contrast, for carcinogens, no safe threshold can be defined, as even minimal exposure may trigger disease. Hence, preventive strategies rely on the acceptable and tolerable thresholds which were derived by expert consensus.

By examining these regulatory and methodological approaches, the presentation highlights the multiple stakeholders and decision-making processes involved in setting OELs - ranging from scientific advisory bodies to legislative authorities. The practices and approaches are presented to serve as a basis for discussion to potentially inspire analogous but appropriately adapted frameworks for psychosocial hazards. The contribution concludes by outlining pathways towards evidence-based, interdisciplinary collaboration in defining safe levels of psychosocial work exposure.

## **Symposium 64: Critical Perspectives in Occupational Health Psychology: Empirical Evidence, Methodological Challenges and Alternative Solutions in Understanding Health and Work Under Current Political-Economic Conditions**

Chairs: Stefan Diestel, Filiz Meidrodt, Wladislaw Rivkin

Current theoretical and empirical understanding of work activities, health and well-being calls for a more critical, in-depth and comprehensive analysis of the political-economic context, in which we examine relevant phenomena of occupational health psychology. This symposium offers a contribution to a critical discourse in research of occupational health psychology by providing empirical evidence on previously neglecting topics of the political-economic context, discussing methodological limits of our studies, and elaborating on alternative concepts of psychological resilience.

On the one hand, four presentations (Hornung, Höge & Unterrainer; Müller & Ertel; Meidrodt, Diestel, & Hornung; Diestel, et al.) address structural factors (e.g., algorithm management, indirect control practices, precarious work, ideological tendencies), which predict low actual influence over work, impaired well-being, self-endangering behaviour and political attitudes. In particular, the empirical evidence of these presentations provides critical insights into how features of the political-economic context (including ideologies) shape work activities and well-being. On the other hand, Kößler will present data on the extent to which specific groups are empirically underrepresented in research on occupational health psychology. In doing so, she discusses critical implications for theory development in our field and why we need to better examine underrepresented groups to arrive at a well-founded understanding of work and health

in important contexts. Finally, Dóci suggests a fundamentally different view on psychological resilience by exploring the role of social movements in building psychological resources. While collective sources of resilience under conditions of political-economic crises can have a positive impact on psychological capacities for social transformation, social movements may also impair resilience.

In conclusion, the insights of this symposium demonstrate how critical perspectives enrich understanding of phenomena in occupational health psychology and allow for different implications for policy, theory development and organizations than those that ignore the political-economic context or focus exclusively on individualistic aspects of occupational health psychology.

## **S297**

### **Self-Endangering Work Behaviour of Professional Employees: Performance-Oriented Social Norms, Indirect Management Control Practices, and Overcommitment as Antecedents with Psychological Irritation and Subjective Well-being as Indicators of Occupational Health Impact**

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*Background:* Self-endangering work behaviour is established in occupational health psychology in the context of new forms of organizational stress and strain. It captures action strategies to deal with overtaxing job demands and excessive workload. Extensification strategies require working harder and longer, neglecting recovery, working sick (presenteeism), and using performance-enhancing substances (caffeine, stimulants). Avoidance strategies include faking achievements, lowering quality, and reducing cooperation. Despite relief in the short term, such actions are detrimental to well-being and health in the longer term. Showing similarities with dysfunctional coping, self-endangering work behaviour is reinforced by management practices of indirect control, such as escalating performance targets, outcome responsibility, competition, and contingent employment. This study explores a model of multi-level antecedents, including societal norms, organizational practices, and individual overcommitment, as well as psychological health implications of self-endangering behaviour among professional employees.

*Method:* An online survey targeted employees with academic degrees in their current fields of work. The sample comprised  $N = 207$  professionals in different occupational fields, such as medicine, counselling, architecture, engineering, and education. Self-endangering work behaviour was assessed using a recently introduced, validated scale (30 items). Performance-oriented norms were measured with the neoliberal ideological beliefs questionnaire (18 items; subdimensions: individualism, competition, instrumentality). Management practices of indirect control were based on selected scales of a validated instrument (21 items; e.g., competitive pressure, responsibility, job insecurity). Overcommitment was assessed with a widely used 6-item scale. Occupational health outcomes were evaluated with the irritation scale (8 items) and the WHO-5 subjective well-being scale. Analyses included descriptive and inferential statistics, testing alternative path models of structural configurations.

*Results:* At the bivariate level, self-endangering work behaviour correlated positively with irritation ( $r = .51, p < .01$ ) and negatively with well-being ( $r = -.25, p < .01$ ). Expected associations were observed with perceived management practices of indirect control ( $r = .19, p < .01$ ) and overcommitment ( $r = .49, p < .01$ ), but not with internalized performance-oriented societal norms ( $r = .07, ns$ ). Multivariate path analysis established self-endangering work behaviour as a mediating coping process between indirect control practices and psychological

well-being. The lacking direct influence of performance-oriented social norms appeared to be mediated by perceptions of indirect management control practices. The role of overcommitment as an influencing factor or consequence of stress exposure remained unclear, suggesting reciprocal determination and conceptual overlap with irritation.

*Conclusion:* The study provides insights into the complex psychosocial interplay of macro-level performance-oriented societal norms, meso-level management practices aimed at self-directed work intensification, and micro-level vulnerability toward overexerting oneself at work. Taken together, these factors provide a multi-level framework for predicting health-impairing coping behaviours of professional employees in highly qualified occupations, typically faced with intensive work pressure and high-performance management practices. Based on the reported findings, the far-reaching implications of the phenomenon of self-endangering work behaviour and its correlates for both condition-oriented and behaviour-oriented interventions to prevent occupational health impairments are discussed. Psychological pressure through indirect organizational control practices and performance-oriented neoliberal ideological beliefs, self-endangering work behaviour, and mental strain reflect aspects of the dark sides of future work.

## S298

### **Algorithmic Management and Workers' Participation in Occupational Health and Safety**

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*Background:* Algorithmic management (AM) - the use of digital technologies with or without AI to allocate, monitor, and evaluate work without immediate human involvement - is becoming increasingly widespread in various work settings (e.g. Rani et al., 2024). Based on a sociomaterial understanding (e.g., Orlikowski et al., 2008), it is assumed that AM has a lasting impact on work processes, work design and thus also on the health and well-being of employees (e.g., Parent-Rocheleau & Parker, 2021). Although advantages of AM are discussed, particularly regarding increased efficiency (e.g., European Commission, 2025), current AM systems appear to be associated to emerging psychosocial risks for employees (e.g., Röttgen et al., 2024). One hypothesized mechanism underlying these risks is the reduction of workers' participation in occupational health and safety (OSH) matters under AM. Building on established models of participation (e.g., Abildgaard et al., 2018) this study distinguishes between content-related participation (e.g., influence over work tasks) and process-related participation (informal and formal communication and decision-making about OSH matters).

*Method:* Data were derived from a cross-sectional, random probability survey of more than 27,000 European employees. AM exposure was assessed through three screening questions concerning automated task allocation, monitoring, and performance rating. Indicators of content-related participation included perceived influence over work design, while as part of process-related participation questions focused on general communication problems and the presence of formal OSH communication structures.

*Results:* Regression analyses revealed that exposure to more comprehensive AM was associated with a significantly higher likelihood of reporting a lack of influence over work pace or processes, as well as poorer informal - but not formal - communication processes.

*Conclusion:* The findings indicate that the use of AM may be related to less influence employees over their work. They highlight the need for emerging policy initiatives to ensure that

OSH measures implemented in the context of AM not only meet formal requirements but also contribute meaningfully to practice. While the sample is purported to represent employed persons across Europe, the reliance on general screening questions in the survey requires a cautious interpretation of the findings. Context-specific effects - particularly in platform work, where workers often lack formal employee status - will be further discussed.

**S299**

### **How Precarious Work Leads to Strain: The Role of Self-Endangering Work Intensification and Perceived Neoliberalism**

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*Background:* The growing prevalence of insecure and unstable employment across Europe has made precarious work a pressing occupational health concern. While two-thirds of European employees report experiencing some degree of precariousness linked to negative health effects (e.g., emotional exhaustion, physical symptoms), the psychological processes explaining these effects, and contextual factors that may amplify them, remain insufficiently understood. Addressing this gap, this study integrates perspectives from Conservation of Resources Theory (Hobfoll, 1989) and Social Information Processing Theory (Salancik & Pfeffer, 1978) to advance the understanding of how precarious work impacts employee mental health. We propose that the subjective experience of precarious work (i.e., reproductive material precariousness) elicits self-endangering work intensification as a behavioural response aimed at preventing further resource loss which, in turn, increases emotional exhaustion. Furthermore, we argue that perceived neoliberalism (i.e., prevalent beliefs in the organization emphasizing competition and self-reliance) acts as a social cue by conveying normative expectations that emphasize personal responsibility, thereby functioning as a contextual moderator. Specifically, higher levels of perceived neoliberalism are expected to intensify employees' behavioural responses to precarious work, thereby strengthening the link between precarious work and self-endangering work intensification.

*Method:* We conducted a four-wave longitudinal study over six weeks, recruiting employed UK residents from diverse sectors via Prolific Academia. The final sample comprised  $N = 244$  participants. To examine the proposed moderated mediation model, we estimated a Latent Moderated Structural Equation Model (LMS) using Mplus.

*Results:* Findings supported the hypothesized model. Precarious work predicted emotional exhaustion indirectly through self-endangering work intensification ( $b = .147, p < .05, 95\% \text{ CI } [.035, .258]$ ). Additionally, we found a significant interaction between precarious work and perceived neoliberalism in predicting self-endangering work intensification ( $b = .15, p < .05$ ). Conditional indirect effects further indicated that the indirect effect was non-significant at low levels of perceived neoliberalism ( $b = .090, p > .05, 95\% \text{ CI } [-.038, .218]$ ) but positive and significant at high levels ( $b = .203, p < .01, 95\% \text{ CI } [.084, .322]$ ).

*Conclusion:* These results extend the research on precarious work by identifying how (through self-endangering work intensification) and under what conditions (high perceived neoliberalism) precarious work translates into strain, thereby uncovering an important psychological process linking precarious work to impaired mental health as well organizational circumstances exacerbating these dynamics. Practically, the findings highlight the urgent need for policy initiatives mitigating precarious work by fostering decent work standards as well as organizational practices that counter neoliberal beliefs and promote healthy work environments. Thus, the study informs policy and practice aimed at improving mental health at work in increasingly precarious labour markets.

### S300

#### **The Impact of Work Stress on Neoliberal Beliefs and Right-Wing Authoritarianism: Results from a Longitudinal Study during The German Federal Election**

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*Background:* Two raising phenomena shape current societal discourses in nearly all western countries: the continuous increase in psychological stress – especially in modern working environments – and the widespread of right-wing movements in the political arenas. Given the temporal coincidence of both phenomena, the question arises whether – and to what extent – psychological stress and right-wing authoritarianism are systematically related to each other. Personality-System-Interaction Theory suggests that stress experience can facilitate vulnerability towards extremist ideological influences via self-infiltration. This is because stress largely impairs cognitive and self-regulatory functions of a personality component that provides extended resilience, autonomy and integrative or holistic thinking, thereby adopting “mono-causal” worldviews and ideologically formed identities. However, dysfunctional regulation due to high stress may not only cause employees to internalize ideological tendencies but also influence their voting behaviour. In our study, we predict indirect effects of three sources of work stress (self-control demands, exploitative leadership, and precarious work) on individual voting behaviour in favour of far-right parties during the German Federal Election in February 2025. By doing so, we test a serial mediational model, which integrates anxious self-motivation and implicit negative affect as first-stage mediators and two ideological tendencies (neoliberal beliefs and right-wing authoritarianism) as second-stage mediators.

*Method:* We used Prolific to take a longitudinal sample, which was surveyed at four measurement times over the course of two months (two-weeks interval). Our final sample included 270 employees from different occupational and organizational contexts (mean age: 34 years, percentage of woman: 25.2 %).

*Results:* Path modelling based on Bayes Estimation demonstrated that self-control demands, and exploitative leadership (Time 1) indirectly positively predicted voting decision in favour of far-right parties (Time 4) via anxious self-motivation (Time 2) and neoliberalism (Time 3) (Self-control demands: .003, CI 95% (>.000, .009); Exploitative Leadership: .002, CI 95% (>.000, .006)). In addition, precarious work (low income and low status/recognition) (Time 1) also exerted indirect effects on voting decision in favour of far-right parties (Time 4) via implicit helplessness (Time 2) and both ideologies (Time 3: Neoliberal Beliefs and right-wing authoritarianism) (low income: .018, CI 95% (>.005, .036); low status: .005, CI 95% (.001, .012)).

*Conclusion:* Sources of work stress are particularly relevant for understanding the rise of right-wing extremism: Dysfunctional regulation, implicit experiences of helplessness and demands make employees more susceptible for neoliberal and authoritarian ideologies. We therefore conclude that stress prevention at work is a political task. Refraining employees from high stress or providing them with job control or social support are potential pathways. Finally, neoliberal values, which are often communicated via higher competition or individual success, may be less pronounced in organizations, to prevent employees from adopting them.

### S301

#### **Confusion Blinds the Eye: The Representation Crisis in Occupational Health Psychology**

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Occupational Health Psychology is concerned with health, illness, and accidents related to work and uses this knowledge to improve the physical and mental well-being of workers. In the past, various authors criticized a lack of representativeness in studies of related (sub)disciplines (e.g., work and organizational psychology, management studies, social psychology; Bergman & Jean, 2016; Gloss et al., 2017; Roberts et al., 2020; Schimmelpfennig et al., 2025). These authors noticed that there was little research on workers, especially those with low incomes in so-called “dirty jobs” (e.g., slaughterhouse workers), workers in the informal sector (e.g., child labour, sex work), minoritized workers, and workers from the Global South. Instead, privileged populations from the Global North who worked in management positions or knowledge work seemed to dominate the field. These two blind spots in terms of occupations and sociodemographic groups were recently replicated for the field of Occupational Health Psychology (Fletcher, 2025; Rauvola et al., in press).

Originally preregistered as a rapid methodological review, the present contribution extends previous findings by exploring how this representation crisis relates to research topics, methodological approaches, and theoretical approaches. More specifically, the review systematically examines issues of the Journal of Occupational Health Psychology, Work & Stress, and Occupational Health Science published between 2017 and March 2025 regarding their sample composition (i.e., age, gender, history of migration, country), methodological approaches, and theoretical models.

Preliminary findings suggest similar problems as in previous reviews. More specifically, across manuscripts, we found little diversity in terms of countries (i.e., the United States and Western Europe were dominant), few migrant samples, and few samples of informal workers. Further, children or adolescents were very rarely sampled. Regarding methodological and theoretical approaches, we found a dominance of quantitative research methods and individual-level stress theories.

In line with other contributions of the symposium, we discuss potential theoretical and practical implications of this research focus. A general limitation of our findings was that we had to deal with several accounts of missing data, even regarding contextual aspects that fundamentally shape work life (e.g., country or occupation).

### S302

#### **Beyond Self-Care: Collective Sources of Psychological Resilience in an Age of Crisis**

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*Background:* Contemporary crises – climate breakdown, political authoritarianism, the erosion of civil liberties, rising inequalities – demand immense psychological resources from individuals and communities. Yet dominant frameworks for developing resilience and well-being remain overwhelmingly individualistic, emphasizing self-care, therapy, mindfulness, or coaching. These approaches overlook the relational, collective, and political conditions that shape psychological resources in times of instability. Meanwhile, our societies often lack the traditional community structures that historically enabled collective meaning-making and shared purpose in the face of adversity, thereby offering a protective function of the psychological well-being of members

of the community. This presentation examines how social movements can fulfil this function, providing relational and collective sources of psychological resources. Existing research on psychological resources, in particular psychological capital (PsyCap) – hope, efficacy, resilience, and optimism – focuses almost exclusively on corporate or organizational settings and treats psychological resources as an individual capacity. Hardly any research examines these resources within collective settings such as social movements. This conceptual paper examines psychological resources as a relational and collective phenomenon, arising from collective identity, community support, critical consciousness, and shared meaning-making within movements. The paper also examines the shadow side of movements as "greedy institutions" that can paradoxically deplete participants.

*Method:* This work synthesizes literature from community psychology, social movement research, critical psychology and conflict studies, to develop a conceptual framework for understanding the collective origins of psychological capital. Rather than presenting empirical data, the paper integrates diverse theoretical strands to show how social movements generate, sustain, or deplete psychological resources.

*Results:* The conceptual analysis identifies five key relational sources of PsyCap within movements: (1) collective identity and belonging, which externalize hardship and provide emotional grounding; (2) collective meaning-making and ideological commitment, which transform adversity into shared purpose; (3) critical consciousness, enabling systemic interpretation of suffering and fostering solidarity; (4) collective action and agency, which counter helplessness through visible demonstrations of power; and (5) cultural practices and community rituals that reinforce resilience. The paper also highlights movements' "shadow side": as greedy institutions, they can deplete psychological resources through internal pressures, ideological purity norms, guilt, and cycles of political erasure.

*Conclusion:* The paper argues that psychological resilience is inseparable from political conditions and collective relationships. Social movements function as crucial sites for generating psychological resources – while simultaneously exposing contradictions that can undermine well-being.

## **Symposium 65: What Are the Psychosocial Risks of Algorithmic Management, and How Can We Address Them?**

Chairs: Virpi Kalakoski, Carin Håkansta

Algorithmic management (AM) involves the use of software algorithms to automate organizational tasks that were traditionally performed by human managers. The impact of AM on psychosocial risks at work, as well as worker safety, health, and well-being, has primarily been studied in the context of gig workers, with findings highlighting the need to address negative effects. However, AM is increasingly being adopted in traditional (non-platform) workplaces such as logistics, retail, healthcare, and office environments. It remains uncertain which previous findings apply to these settings.

In this symposium, we will explore the utilization of algorithmic management in today's workplaces and present empirical findings from several quantitative and qualitative studies, alongside a literature review. This will provide insights into the daily stressors and resources associated with the use of algorithms in planning workers' shifts, setting work goals, scheduling tasks, and monitoring performance. We will discuss how and why AM can introduce new stressors that may be detrimental to organizations, managers, and workers. Additionally, we will examine socio-technical factors and qualities of AM that are crucial for enhancing psychosocial resources and well-being at work. The first two presentations use a quantitative

approach, with the first focusing on the consequences of AM on worker health in logistics, and the second examining the significance of individuals' extent of exposure to AM and the qualities of AM regarding its impacts on well-being of gig workers and truck drivers. Presentations three and four will share results from interviews conducted in private and public sector care work and office settings. These studies highlight how AM reshapes working conditions by reconfiguring job demands and resources, and daily stressors, and demonstrate how the challenges of AM implementation reflect the social and psychological dynamics of change. The fifth presentation, based on an extensive literature review, will provide insights into developing interventions that can amplify the positive effects of algorithmic management while mitigating negative impacts on working conditions, health, and worker well-being. The sixth presentation introduces a checklist developed for use by psychologists and other specialists to identify psychosocial workload factors of AM in traditional work environments. Our Discussant will invite all participants to share their thoughts on this practical tool and the actions needed to promote positive outcomes and reduce the negative effects of algorithmic management on worker well-being.

### S303

#### **Results from Two Cross-sectional Studies in Sweden on Associations Between Algorithmic Management and Health in Logistics**

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*Background:* Algorithmic Management (AM) is increasingly shaping work environments across various sectors, influencing how tasks are assigned and monitored. While concerns have been raised regarding its potential impact on worker health, empirical evidence remains limited. These studies examine associations between AM exposure and adverse health outcomes among logistics workers.

*Method:* These cross-sectional studies used online surveys targeting logistics workers in Sweden. One of them used social media in 2024 to reach out to warehouse and transport workers in Sweden. The second survey is being distributed end 2025 to a large transport company in Sweden. AM exposure is measured using an 11-item scale capturing aspects such as task allocation, surveillance, and performance monitoring. Health outcomes included psychological distress, musculoskeletal pain, headaches, sleep disturbances, and occupational accidents.

*Results:* The first survey shows that higher AM exposure is associated with increased prevalence of psychological distress (PR 2.12, 95%CI:1.49-3.02), occupational accidents (PR 1.92, 95%CI:1.22-3.01), headaches (PR 1.68, 95%CI:1.09-2.58), and musculoskeletal pain (PR 1.54, 95%CI:1.23-1.92). Stratified analyses reveal stronger associations for drivers, particularly regarding psychological distress, headaches, and sleep disturbances, while warehouse workers exhibit less consistent patterns. Results from the second survey will be developed in early 2026.

*Conclusion:* Findings from the first survey highlight AM as a potential occupational health hazard, particularly when involving high levels of automated oversight and direction. While AM can enhance efficiency, its impact on worker well-being and public health warrants further attention and potentially mitigation strategies to inform policies that balance technological advancements with worker health protection.

**S304**

**Can Just Algorithmic Management Decisions Protect Against Experiences of Dehumanization in Gig Workers and Truck Drivers?**

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*Background:* Whether workers perceived decisions made by an Algorithmic Management system as just is particularly likely affect workers' experiences and outcomes, beyond exposure to the system. The aim of the current study was to investigate the association between perceived justness of AM and self-reported job satisfaction and intention to quit, and to test whether this association occurs via experiences of organizational dehumanization.

*Method:* Gig workers recruited from Mechanical Turk and truck drivers completed a cross-sectional survey study. Participants answered questions about the perceived justness of the AM system, their level exposure to AM, their experiences of organizational dehumanization, job satisfaction and intention to quit the platform. A mediation model was tested using Structural Equational Modelling.

*Results:* The results will explore whether, over and above the extent to which participants report being exposed to AM, if the justness of AM negatively predicts experiences of organizational dehumanization which subsequently predicts lower job satisfaction and higher intentions to quit.

*Conclusion:* The mediation models indicate that the qualities of AM, such as its justness, are important to consider additional to individuals' extent of exposure to AM when considering the effects of AM on workers - both gig workers and truck drivers. Future research may determine how AM can be designed so that it is perceived as just to prevent experiences of organizational dehumanization.

**S305**

**Job Demands and Resources in Algorithmic Management: Workers' Experiences of Algorithm-assisted Task Allocation and Performance Management**

Heidi Lahti<sup>1,2</sup>, Virpi Kalakoski<sup>1</sup>, Pille Strauss<sup>3</sup>, Virginia Gunn<sup>4,3</sup>, Carin Håkansta<sup>3</sup>

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*Background:* Algorithmic management (AM) systems increasingly shape how work is allocated, monitored, and evaluated. While its organizational benefits are often highlighted, less is known about how AM affects working conditions and employee well-being. Drawing on the Job Demands–Resources (JD-R) model, this study explores how employees experience AM in their daily work, focusing on how algorithm-assisted task allocation and performance management creates and reshapes job demands and resources that may function as stressors or supports for well-being.

*Method:* The data were collected through 11 semi-structured interviews with employees working in customer service and office-based roles in a Finnish organization where various AM systems were used. While the broader study examined multiple AM functions, this presentation focuses on task allocation and performance monitoring. The interviews were analyzed using template analysis guided by the JD-R model. The coding template was structured to capture both job demands and resources stemming from system-related aspects (e.g., usability, reliability) as well as from organizational practices shaping how AM was implemented and

used. Although all job demands and resources were documented in the template, the analysis presented here focuses on those that emerged as particularly salient for employee well-being: both potential stressors and supportive or motivating job characteristics.

**Results:** In the context of algorithm-assisted performance management, several potential stressors were identified including detailed monitoring, dominance of quantitative targets, heightened pace demands, metric-centred work climate, and limited influence over decisions concerning performance management practices. However, some employees valued access to their own performance data as a supportive and motivating resource. Regarding algorithm-assisted task allocation, employees described overrepresentation of difficult tasks, which emerged as particularly stressful when combined with quantitative target pressures and lack of control over task difficulty. The perception of fairness of the task allocation system varied between employees, with some experiencing it as a supportive resource.

**Conclusion:** The findings illustrate how AM reshapes working conditions by reconfiguring job demands and resources. While algorithmic task allocation and performance management systems can enhance perceptions of fairness and provide employees with useful feedback on their own performance, their most prominent consequences involve intensified monitoring, heightened performance pressures and work pace, and reduced autonomy. The results further suggest that AM may turn job characteristics traditionally viewed as motivating challenges into stressful demands. Overall, the findings call for careful organizational attention to how AM systems are designed and implemented, ensuring a balance between efficiency goals and employee well-being and participation.

### S306

#### **Digitalisation as Psychosocial Change: Lessons from AI Scheduling**

Pille Strauss<sup>1</sup>, Lisen Löwstedt<sup>1</sup>, Virpi Kalakoski<sup>2</sup>, Heidi Lahti<sup>2,3</sup>, Carin Håkansta<sup>1</sup>

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**Background:** AI-based scheduling systems are increasingly introduced in care organizations with the aim of improving staffing efficiency and reducing administrative workload. Although framed as technological upgrades, such implementations often entail substantial organizational change that reshapes work organization, managerial roles, and psychosocial conditions. In Swedish municipal care, scheduling is closely tied to issues of autonomy, predictability, recovery, and perceived fairness—dimensions central to occupational health psychology. Yet digitalisation initiatives are frequently driven by technical or administrative units, with limited early integration of psychosocial expertise. This study examines the introduction of an AI scheduling system as an organizational change process, exploring how digitalisation interacts with the psychosocial work environment and what challenges arise when participatory scheduling practices are replaced with algorithmic decision-making.

**Method:** The study draws on qualitative interviews conducted with managers, HR specialists, and project leads involved in a pilot implementation of AI-based scheduling in social and elderly care settings in two Swedish municipalities. Interviews focused on experiences of the change process, perceptions of the system, impacts on work organization, and psychosocial responses among both employees and managers. The material was analyzed thematically with attention to psychosocial mechanisms relevant to occupational health psychology, including autonomy, predictability, recovery, role clarity, participation, and emotional demands.

**Results:** The findings show that the primary challenges associated with AI scheduling were not technical in nature. Instead, difficulties emerged from the social and psychological dynamics of

organizational change. Employees described loss of influence over their work time, reduced predictability, and disrupted recovery when long-standing participatory scheduling practices were replaced with algorithmic outputs. These changes also created uncertainty about fairness and trust in decision-making. Managers, meanwhile, reported emotional strain and moral tension when expected to implement schedules that conflicted with their professional judgement or staff well-being. Limited early involvement of HR and occupational health expertise, combined with unclear responsibilities and insufficient communication, intensified worries and resistance. The degree of readiness for change, quality of leadership communication, and psychological safety within work groups strongly shaped how the AI system was received and whether psychosocial strain emerged.

*Conclusion:* The study demonstrates that AI scheduling functions as a psychosocially consequential form of organizational change rather than a purely technical intervention. Its impact depends largely on how the change process is designed and managed. From an occupational health psychology perspective, the implementation highlights the need to embed psychosocial risk management, participatory approaches, and change-readiness assessment into digitalisation strategies in care work. Integrating OHP expertise early in digital transformation processes is crucial for ensuring that technological innovations support sustainable and health-promoting work environments.

### S307

#### **Utilizing a Bow Tie Approach to Plan Interventions Addressing Psychosocial Risks of Algorithmic Management**

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*Background:* Algorithmic management—the use of digital systems to allocate tasks, monitor performance, and make decisions—has rapidly reshaped work organization. While these technologies promise efficiency, they also introduce psychosocial risks such as reduced autonomy, opaque decision-making, heightened job insecurity, and increased cognitive load. These risks challenge traditional occupational health frameworks and are often overlooked in occupational health strategies, thus, demanding innovative approaches to prevention and mitigation.

*Method:* This presentation uses a Bow Tie approach, a visual risk management tool widely used in safety-critical industries, to discuss interventions addressing psychosocial risks of algorithmic management. We use findings from a scoping literature review of interventions addressing psychosocial risks linked to algorithmic management. Database searches were conducted across Medline, PsychInfo, Web of Science Core Collection, Sociological Abstracts, and Google Scholar, covering publications from January 2000 to April 2025.

We will use several examples to show how Bow Tie diagrams facilitate the planning of a range of interventions addressing (i) the employment and working conditions of workers exposed to algorithmic management, (ii) worker health and well-being, or (iii) a combination of both working conditions and worker health.

*Results:* The Bow Tie model maps the causal chain from hazard to outcome, identifying both preventive controls and recovery or mitigation measures. Applied to interventions addressing algorithmic management, this framework enables organizations to anticipate adverse outcomes and design targeted interventions. Preventive strategies may include transparent algorithmic decision-making and participatory design processes while mitigation interventions could involve accessible grievance mechanisms and expanded mental health supports.

*Conclusion:* The Bow Tie approach offers a structured, actionable framework for managing psychosocial risks in digitally managed work environments, and enhances resilience. For practitioners, it provides a practical tool to prioritize interventions, align strategies aimed at improving worker health and well-being with organizational priorities, and foster resilience in digitally managed work environments. For researchers, it operationalizes complex psychosocial constructs within a risk-based model, supporting empirical evaluation. For policy makers, it informs regulatory standards that align technological innovation with worker health and well-being.

### S308

#### **How to Identify Psychosocial Workload Factors Related to Algorithmic Management: A Research-Based Checklist for Workplaces**

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*Background:* When algorithms take over tasks traditionally performed by human managers, this phenomenon, known as algorithmic management (AM), alters the nature of work and working conditions, potentially impacting employees' health adversely. Current research indicates that changes related to AM may lead to harmful psychosocial workloads, which are well-documented precursors to impaired occupational health and well-being. However, it remains unclear how to identify psychosocial workload factors specific to AM and whether they differ from factors already identified. In this presentation, we introduce the development of a AM-related psychosocial workload checklist. The checklist is based on the findings of the ALGOSH research program and previous studies and is organized to reflect the psychosocial risk categories identified by the Occupational Safety and Health Administration in Finland, which provides guidance on addressing work-related strain. The theoretical framework for the checklist development was the Job Demands–Resources (JD-R) model, and we will present not only the demands and risks but also the resources relevant in the context of AM.

*Method:* The checklist was developed using a template that classified AM-related job demands and resources, informed by worker, supervisor, and background interviews conducted in office and care work environments as part of the ALGOSH research program (symposium presentations three and four). The initial version of the checklist and the perspectives of end-users will be discussed in several workshops, where occupational safety specialists will be invited between November 2025 and February 2026. The updated version will be offered for testing and feedback in three countries at the beginning of 2026. In this symposium, participants are invited to share their thoughts on the checklist based on their previous knowledge and experience with AM at work, as well as their needs for an assessment tool that can be used by occupational health specialists.

*Results:* The first version of the checklist categorizes AM-related psychosocial risks into three general groups: work content, work arrangements, and the social dynamics of the work community. Additionally, the checklist identifies risks related to five functions or activities of AM:

algorithmic shift scheduling, performance management, task scheduling, distribution of document-based tasks, and algorithmic management of call work. The demands and resources related to AM were also categorized into those inherent in system use, features, and functioning, and those reflecting a socio-technical perspective, including related organizational practices.

*Conclusion:* When assessing AM-related psychosocial workloads, several factors need to be considered. It is evident that many AM-related workload factors are not unique, having been already identified in previous contexts as sources of harmful psychosocial strain. Nevertheless, our checklist helps identify how these factors manifest in the context of AM and whether AM increases the likelihood of existing threats or introduces new ones. We invite all participants of this symposium to comment on the current version of the checklist, the need for guidance, and other practical needs.

### **Symposium 66: Sustainable Inclusion of Vulnerable Groups in the Labour Market using Living Labs: The Synclusive Systems Approach**

Chair: Irene Houtman

This symposium is about Synclusive, an EU-Horizon project aiming for a sustainable labour market inclusion of vulnerable people. These are people with health problems, low education, migrants etc. It is not only about inclusion of vulnerable people who are still outside the labour market, but also about those inside the labour market and are vulnerable to lose their job. Synclusive presumes that in order for such an inclusion to be sustainable a regional coalition in which municipalities, regional stakeholders, employers, social society organizations collaborate is essential. It also means that interventions need to address not only the individual job seeker or employee but also the supervisors, i.e. the organizational and regional level. It is hypothesized that attuning the intervention package aimed at both mobilizing employees in organizations to develop themselves also facilitates the inflow of vulnerable job seekers.

The first presentation aims to explain the important topic of labour market inclusion of vulnerable groups and concludes that a systems approach is necessary. It presents the aim and design of the Synclusive project. So called 'Living labs' have been developed in four different EU-countries aiming to include (different) vulnerable groups in each of the Living labs. The second presentation reports results of a supervisor training in a Finnish municipality aiming to further develop supervisors ability supporting employee competence and career development. Effects are studied at the supervisor as well as employee level using both a quantitative as well as a qualitative, realist evaluation approach aiming to understand the mechanisms through which potential effects are achieved, for whom and under which contexts. The third presentation discusses regional coalition building as a core process of the sustainable impact for inclusive employment in the Synclusive regional Living Labs. The applied systems' approach aims to foster inclusive labour market mobility in the regional Living Labs. The Dutch Living Lab focuses on building a regional coalition centred around childcare employers. Using the Realist Evaluation approach, we aim to uncover causal mechanisms and contextual conditions that explain how coalition building produces outcomes.

In the final discussion the findings of the two presentations will be discussed in the broader context of the Synclusive project and on comparing the data from four countries to seek for commonalities and specificities and can lead to an overarching model of labour market inclusion of vulnerable groups.

### **S309**

#### **Introduction to the Synclusive Project: Its Aims and Project Design**

Irene Houtman, Gerben Hulsegge  
TNO, Leiden, Netherlands

Promoting labour market inclusion of vulnerable groups is an important and complex problem. It is clear that it is not only about inclusion of vulnerable groups who are still outside the labour market, but also about those inside the labour market who are vulnerable to lose their job. SYNCLUSIVE aims to develop, implement and evaluate an innovative, integral, interdisciplinary systems' approach to promote the inflow, retention and further development of vulnerable groups in the labour market. We will do so in Living Labs in four different European countries. In order to make such an inclusion sustainable it is important to do it together, so including municipalities, employers and social society organizations in a region. In addition, it also means that interventions need to address not only the individual job seeker or employee but also the supervisors, i.e. the organizational and maybe even the regional level. It is hypothesized that when attuning the intervention package aimed at both mobilizing employees in organizations to develop themselves will also facilitate the inflow of vulnerable job seekers. This symposium presents an EU-Horizon project aiming for sustainable labour market inclusion of vulnerable people called Synclusive.

Synclusive started in the spring of 2023 and will end in the spring of 2027. In four countries Living Labs were build, starting with the development of regional coalitions, vulnerable target groups were jointly identified as well as drivers, barriers and solutions for inclusive employment of that target group. Together one or more interventions were identified, (re)developed and implemented. Peer learning was considered an important aspects of the (re)development process. A monitoring framework was developed in order to set the lines along which the quantitative and qualitative evaluations were to be developed. Particular emphasis was put on the attunement of the realist evaluation of the interventions implemented in the Living Labs. A model was developed to compare the realist evaluation data at the individual as well as supervisor/organizational level across the Living Labs.

As a step towards upscaling of the Living Lab findings, in three other European countries (Ireland, Italy and Estonia) research partners were involved to reflect on the different core processes and (intermediate) findings of Synclusive. Together with policy makers as well as employers and employee representatives in their own countries they would reflect on the coalition building processes, identification of interventions to be (re)developed and implemented for the specific vulnerable target groups and how these impact inclusive employment in their own countries, and what conditions may facilitate or hinder the inclusiveness of the Labour market(s).

### **S310**

#### **Enhancing Supervisors' Skills to Support Employee Competence and Career Development – A Mixed-Method Intervention Study**

Otto Pankkonen, Mervi Ruokolainen, Kirsi Unkila, Mia Wikström  
Finnish Institute of Occupational Health, Helsinki, Finland

*Background:* Supervisors play a pivotal role in supporting the competence development, employability and organizational mobility of their subordinates. Prior research links supervisory support to increased employee motivation, learning behaviours, and career advancement (Kraimer et al., 2011; Yang et al., 2018). Supervisors influence both access to developmental opportunities and the psychological climate that encourages employees' self-directed career behaviour and confidence in performing development-related actions (Blume et al., 2024; Van

der Heijden et al., 2009; Van Vianen et al., 2011). Despite this, many supervisors feel underprepared to support employees in these areas. This study examined the effect of a peer group-based supervisor training intervention on supervisors' ability to support employee competence and career development and its mediating role on employee learning, career advancement, and occupational well-being. Following a realist evaluation framework (Pawson & Tilley, 1997), we also explored the expected mechanisms of the intervention to understand why and in what circumstances the intervention does or does not work.

*Method:* Grounded in social learning theory (Bandura, 1986), the theory of planned behaviour (Ajzen, 1991), and principles of cognitive stress inoculation training (Meichenbaum, 2007), the intervention emphasized active learning, social support, and problem-solving exercises to enhance supervisors' self-efficacies in promoting employee development and abilities to cope with challenges associated with these topics. The training consisted of two 3-hour modules, covering topics such as the role of the supervisor in employee competence development, how to foster on-the-job learning and skill transfer, and strategies for supporting employee career development. The study employed a mixed-method quasi-experimental design and is conducted between 2025 and 2026 in a large Finnish municipal organization. In total, 22 supervisors who enrolled in the intervention program completed online surveys both at baseline (T0) and immediately after the intervention (T1), while 70 of their employees responded to the baseline survey and will receive a four-month follow-up survey (T2). In addition, we conducted interviews for supervisors pre- and post-intervention, and we will interview 6-8 employees. Employees whose supervisors did not attend the training—forming the control group—will also be sent the T0 survey in autumn 2025 and the T2 survey in spring 2026.

*Results:* The participants of the training program evaluated the content and benefits of the intervention positively, indicating high acceptability. The intervention had the expected short-term effect on supervisors' skills: the intervention increased supervisors' confidence in supporting the skill and career development of their employees ( $t(21)=3.82, p<.001$ , Cohen's  $d=0.81$ ) and supervisors' ability to solve possible challenges in these areas ( $t(21)=2.45, p<.05$ , Cohen's  $d=0.52$ ). In the interviews with supervisors, we are examining the mechanisms that could explain the results obtained. We expect that the increased supervisory skills will mediate the long-term effects of the intervention on subordinates' career motivation and mobility, well-being, and participation in competence development activities. In this respect, data collection is ongoing and will conclude in spring 2026.

*Conclusion:* Future research could adopt randomized designs and extend the follow-up period to ensure the sustained impact of the supervisory training on tangible employee outcomes.

### S311

#### **Coalition Building for Inclusive Employment: A Realist Evaluation from the Dutch Living Lab**

Vince Pelzer, Roland Blonk  
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*Background:* Labour shortages and high workload in the childcare sector are pressing challenges that intersect with persistent exclusion of vulnerable job seekers, such as low-qualified migrants. These dynamics threaten not only the sustainability of the sector but also the mental health and well-being of both existing staff and job seekers. Addressing these complex issues requires coordinated, multi-actor responses that integrate organizational, educational, and policy perspectives. The EU-funded SYNCLUSIVE project applies a systems approach to foster inclusive labour market mobility through regional "Living Labs" in four European countries. In the Netherlands, the Living Lab focuses on building a regional coalition

among municipalities, childcare employers, vocational education providers, and civil society organizations. Guided by the Realist Evaluation approach (Pawson & Tilley, 1997), this study aims to uncover causal mechanisms and contextual conditions that explain how coalition building produces outcomes.

*Method:* Rather than testing intervention effects, Realist Evaluation develops and refines programme theories—explanations of how and why initiatives work in specific contexts. An initial programme theory was developed within the SYNCLUSIVE consortium based on prior evidence and stakeholder interviews. It posits that coalition building promotes inclusion and well-being through mechanisms such as trust, reciprocity, and shared ownership, activated by contextual enablers including leadership legitimacy, clear governance, and perceived mutual benefit. Ongoing qualitative data collection includes semi-structured interviews with coalition partners (approximately 7 coalition interviews and 12 employer interviews). Data are analyzed through iterative realist reasoning to identify emerging Context–Mechanism–Outcome (CMO) configurations. The Community Coalition Action Theory (CCAT) provides a complementary framework to interpret coalition dynamics and governance processes.

*Results:* Preliminary analysis indicates that mechanisms of formal governance, collaboration, and leadership are activated in contexts with clear institutional structures, centralised policy guidance, and accessible labour-market instruments. These mechanisms strengthen coalition self-efficacy and motivation, facilitating early implementation of inclusive training pathways. Conversely, fragmented coordination, limited municipal capacity, and reliance on small employers constrain active participation and shared ownership, reducing momentum and coherence across partners. These early findings will be further refined through ongoing analysis to develop a more detailed programme theory linking contextual enablers, coalition mechanisms, and outcomes for inclusive employment.

*Conclusion:* The Dutch Living Lab demonstrates the potential of coalition building as a system-level intervention to promote sustainable employment and mental health at work. Realist Evaluation provides an explanatory framework to trace how contextual conditions and mechanisms interact over time. The refined programme theory, to be developed through ongoing analysis, will support evidence-informed policy recommendations for regional and European strategies on inclusive labour market transformation.

**Symposium 67: WISEWORK-C: Workplace Innovation for Sustainable Well-being Cluster**  
Chairs: R. Merhi, J. Martín, C. Vasquez

Workplaces across Europe are undergoing major transformations driven by digitalisation, demographic ageing, climate change, and the increasing integration of artificial intelligence. These rapid shifts bring both opportunities and risks for workers' mental and physical well-being, demanding innovative, evidence-based responses. The WiseWork-C Cluster, funded by the European Union's Horizon Europe Research and Innovation Programme, unites five ambitious projects and 50 partners from 25 countries. Its collective aim is to promote healthy, inclusive, and sustainable workplaces through interdisciplinary collaboration and practical interventions. Within this framework, WiseWork-C functions as a hub for innovation and knowledge exchange. Through internal benchmarking, shared tools, and thematic webinars, the cluster connects diverse disciplines such as organizational psychology, occupational health, and workplace design. A dedicated Mental Health Working group coordinates events and symposiums, showcasing findings and fostering dialogue on the future of work and well-being across Europe.

Among its five projects, WAge (Healthy Working Environments for All Ages) focuses on the realities of an ageing workforce. Using the HERO (Healthy & Resilient Organizations) model, WAge explores how age, well-being, and organizational resources interact in psychosocial well-being. Data from over 450 employees in the automotive and service sectors across Spain, Portugal, and Poland reveal clear sociodemographic patterns in job satisfaction, engagement, and perceived health - alongside areas for improvement such as workload and communication practices. Complementing this, the EU-CoWork Project (Compassionate Workplaces in the Twin Transition Era) addresses a neglected dimension of workplace health: compassion in the context of serious illness, caregiving, and grief. Early findings from nearly 2,500 employees highlight a significant “compassion gap” between perceived and received support, underscoring the need for targeted, culturally sensitive interventions.

Together, these projects embody WiseWork-C’s mission to create evidence-based, human-centred approaches for healthier, more resilient, and compassionate workplaces across Europe. This symposium will present their progress and invite discussion on future directions for workplace well-being research.

### **S312**

#### **What is Wisework-C? General Concept of the Cluster and Previous Work in Mental Health Team**

Jaime Martín, Richard Merhi, Marisa Salanova  
Universitat Jaume I, Castellón de la Plana, Spain

WiseWork-C is a dynamic cluster comprising five projects funded by the European Union’s Horizon Europe Research and Innovation Programme. Bringing together 50 partners from 25 countries, the cluster leads the way in developing evidence-based interventions to support mental and physical health within a rapidly changing work environment - one increasingly defined by digital and green transitions and the post-pandemic context. To advance these goals, WiseWork-C has launched several pivotal initiatives. It enables internal benchmarking, fostering the exchange of best practices and tools across projects in the field of organizational psychology. The cluster also runs engaging webinars that translate complex research into practical applications, illustrating the vital role of mental health in the workplace through the tangible outcomes of each project.

Within the cluster, a dedicated Mental Health Task Force provides focused expertise and coordinates key events. Among its core activities are symposiums that showcase both preliminary findings and overarching methodologies, while also inviting audiences to contribute ideas for WiseWork-C’s future directions. This collaborative model serves a dual purpose: it ensures effective dissemination of research outcomes and cultivates an active community of stakeholders shaping the cluster’s evolution. Through these efforts, WiseWork-C strives to establish itself as a leading voice in the promotion of workplace health across Europe.

### **S313**

#### **WAge: A European Framework to Address Ageing at Work and Promote Healthy Working Environments**

Richard Merhi, Jaime Martín, Marisa Salanova  
Universitat Jaume I, Castellón de la Plana, Spain

*Background:* Europe faces an ongoing demographic shift towards an ageing workforce, creating new challenges for health, productivity, and organizational sustainability. The WAge Project (“Healthy Working Environments for All Ages”), funded by the HORIZON-HLTH-2023 programme of the European Commission, aims to promote healthy and sustainable workplaces across different age groups, with a focus on industrial sectors. The project involves

nine organizations from Europe and Malaysia and gathers data from over 450 employees in automotive and service organizations across Spain, Portugal, and Poland. Using the HERO model (Healthy & Resilient Organizations) as a conceptual framework, WAge examines psychosocial well-being at individual, team, and organizational levels.

*Method:* Current analyses are based on quantitative data from an initial subsample of 110 Spanish automotive workers, complemented by qualitative interviews. The study applies mean comparisons, correlation analyses, and structural equation modelling (SEM) to explore the relationships between chronological and subjective age, sociodemographic characteristics, and well-being indicators such as job satisfaction, engagement, burnout, health perception, and organizational commitment.

*Results:* Mean-comparison analyses revealed significant differences across sociodemographic groups: Qualitative interviews supported these results, identifying several strengths—such as the implementation of Healthy Organizational Practices (HOPs), intergenerational inclusion, and the use of diversity indicators—alongside areas for improvement, including limited visibility of well-being initiatives, work overload, and the need for stronger informal communication and active-listening spaces.

*Conclusion:* These early findings demonstrate clear sociodemographic patterns in well-being and organizational resources. The integration of quantitative and qualitative data offers a deeper understanding of healthy ageing at work and provides an empirical foundation for developing evidence-based interventions within the WAge framework.

### **S314**

#### **EU-CoWork: Creating Compassionate Workplaces in Europe**

Cristian Vasquez<sup>1</sup>, Deborah De Moortel<sup>2</sup>

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*Introduction:* Despite affecting millions of workers annually, end-of-life (EoL) experiences such as serious illness, caregiving responsibilities, and grief are often overlooked in workplace policies and cultures, resulting in poor mental health and productivity losses. The EU-CoWork Project (Compassionate Workplaces in the Twin Transition Era), funded by Horizon Europe (2024-2028), brings together five academic partners and three dissemination partners from Belgium, Sweden, Austria, Greece, and the United Kingdom, collaborating with 13 workplaces across four European countries. The project aims to develop a comprehensive framework for improving workplace support for employees experiencing EoL challenges. Given the deeply personal and culturally dependent nature of compassion, death, caregiving, and serious illness, the co-creation of tailored Compassionate Workplace Programs (CWPs) is essential.

*Method:* The project employs a comprehensive evaluation framework across multiple phases, with particular emphasis on process and realist evaluation approaches. Following a pre-intervention phase of asset and needs mapping, baseline data collection (T0) was conducted with participating organizations. The two-year implementation phase (T1) incorporates process evaluation drawing on data across all project phases to assess implementation fidelity, adaptation, and contextual factors. Realist evaluation examines how context influences which mechanisms produce which outcomes in the compassionate workplace programmes, with Context-Mechanism-Outcome (CMO) configurations tested throughout the study. Post-intervention data collection occurs at two years post-baseline (T2), with follow-up at three years post-baseline (T3). Developmental and economic evaluations complement these core approaches. Through asset and needs mapping, facilitated co-creation, knowledge exchange workshops, communities of practice, and inspiration materials, the project creates context-

specific initiatives including policy development, social and physical environment adaptation, reorientation of well-being services, and skills enhancement.

*Results:* Preliminary results from T0 data collection (N=2478) with half of participating organizations reveal key findings:

*Conclusion:* These early findings demonstrate the widespread nature of EoL experiences in European workplaces and identify a significant compassion gap. The process and realist evaluation framework will provide evidence-based tools to assist organizations in creating supportive work environments. The framework, grounded in participatory approaches and contextual adaptation, will help design policies and interventions to foster more compassionate and sustainable work environments across diverse European organizational contexts.

### **S315**

#### **Promoting Positive Mental and Physical Health in Changing Work Environments (PROSPERH)**

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*Background:* New forms of work and work management have arisen in recent years and continue to evolve rapidly, which can affect the physical and mental health of workers in new ways (both positive and negative) that are not yet well understood. Promoting Positive Mental and Physical Health in Changing Work Environments (PROSPERH) was awarded funding by the European Union's Horizon Europe Research and Innovation programme to support organizations. The five-year project brings together the expertise and collaboration of 18 partners to improve mental and physical health in workplaces by developing and validating a multi-level intervention for three sectors experiencing significant change, telework and ICT-based mobile work (TICTM), healthcare and construction.

*Method:* The PROSPERH intervention, housed through a comprehensive digital suite of resources, will seek to target multiple levels within the workplace, including organizational (work), peer level and individual (worker) aspects, with content focused on health promotion, online self-monitoring and self-management and referral pathways. Eleven countries (Albania, Australia, Denmark, Germany, Hungary, Ireland, Kosovo, Netherlands, Portugal, Spain, Turkey) will participate in the implementation of the intervention through a feasibility study ahead of an evaluation phase. A four-phased approach to the overall project will include: i) evidence building and intervention development phase, ii) intervention feasibility phase, iii) optimised intervention implementation and evaluation phase, and iv) preparation phase for sustainability.

*Results:* The project is currently within the first two phases of the project with expected results to guide the upcoming optimisation process ahead of the evaluation phase. Contributing to the Workplace Innovation for Sustainable Well-being Cluster (WISEWORK-C), findings from PROSPERH will add to the overall shared vision of developing evidence-based and sustainable interventions for promoting mental and physical health in changing work environments.

*Conclusion:* Through an expanded evidence base and delivery of a proven digital intervention, PROSPERH aims to support workplaces to become health-promoting environments. This includes how work-related physical and mental health conditions can be prevented or better managed, and workplaces can prepare for dynamic changes in their environments into the

future. Policymakers will benefit from the best available knowledge to support interventions and other solutions to create and maintain healthier work environments. This work is supported by the European Union's Horizon Europe Research and Innovation programme under grant agreement No.101137256. UK participants in Horizon Europe Project PROSPERH are supported by UKRI grant numbers 1010118 for St Mary's University and 10109311 for University of Stirling. Australian participant Griffith University is supported by the National Health and Medical Research Council.

### **Symposium 68: Social Media Harassment Directed at Workers: Exploring a Contemporary Work-related Stressor**

Chair: Samuel Farley

It has become common for workers to communicate with their colleagues and members of the public over social media. Whilst there are benefits to greater connection over social media, certain occupational groups, including politicians, academics, and journalists, report social media harassment as a contemporary work-related stressor. Building on research on workplace cyberbullying, researchers have started to examine the context of work-related social media harassment in more detail to answer questions, such as: What is the nature of work-related social media harassment? What are the risk factors for experiencing it? What impact does it exert on those targeted? And how can organizations intervene to prevent and suppress it?

In this symposium, we present four papers that have sought to answer these research questions in the Northern European countries of Sweden, Finland, and the United Kingdom (UK). In the first contribution, Farley presents a systematic review of 35 studies on social media harassment towards employees. The results indicate that risk factors for experiencing harassment include greater prominence and visibility on social media, more active social media use, and working in an organization where offline harassment occurs. However, the review concludes that current organizational responses to the problem are largely ineffective. In the second contribution, Cowen Forsell presents a mixed-methods study among teachers based in Sweden and Germany. Findings from in-depth interviews and regression analyses of 73,821 teaching professionals indicate that working environments characterised by high workload, role conflicts and protracted conflict with parents were risk factors for cyberbullying exposure. However, social support from parents and shared educational visions were identified as protective factors. In the third contribution, Oksanen explores the within-person and between-person impact of cyberbullying victimization (CBV) across a six-year period, which encompasses 13 waves of data collection. Findings show associations between CBV and psychological distress at both levels, emphasising the severity of the problem. In the final contribution, Celuch assesses whether reporting social media harassment to one's supervisor or organizational equivalent is effective in reducing harassment over time. Data from samples in Finland, France, Germany, Ireland, Italy and Poland, suggest that reporting harassment does not consistently limit the likelihood of future harassment. However, the results suggest some country level differences.

#### **S316**

#### **Exploring Harassment Directed Towards Employees on Social Media: A Systematic Review**

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*Background:* Over the past 10 years, it has become common for employees to communicate with their colleagues and members of the public through social media accounts. According to

reports, more than 60% of the world's population uses social media (Kemp, 2022) and two-thirds of working US adults on Facebook have 'friend connections' with their work colleagues (Rothbard et al., 2022). Whilst social media has produced various benefits for employees, such as the ability to engage in new forms of voice behaviour (Behrend et al., 2024), a slew of news reports have highlighted how it is used to harass workers. However, research in this area is highly interdisciplinary, often existing in disciplines that cater to particular occupational groups, such as politicians, journalists, or education professionals. We therefore conducted a systematic review to synthesize research in this area.

*Method:* Our review was pre-registered on the Open Science Framework and sought to identify (1) the nature of social media harassment towards employees, (2) specific risk factors, and (3) how organizations manage the problem. We conducted systematic searches of the Web of Science and Scopus databases, alongside keyword searches of Google Scholar. Our searches produced 35 studies that met the review criteria.

*Results:* Analyses revealed the varied nature of social media harassment towards employees, which can be excessive, frequent, and repetitive. This variation is reflected in the use of 14 different labels to describe social media harassment constructs. Risk factors for experiencing harassment included greater prominence and visibility, more active use of social media, and working in an organization where offline harassment occurs. Moreover, a theme identified across studies is that organizational responses to the problem are largely absent.

*Conclusion:* This is the first study that systematically reviews research on social media harassment directed at employees. To consolidate this research area, we offer suggestions aimed at reducing construct proliferation and promoting a more coherent research agenda.

### S317

#### **Am I on Social Media? A Mixed Methods Study of Pupil-Initiated Cyberbullying of Teachers in Sweden and Germany**

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*Background:* Teachers' exposure to cyberbullying from pupils, parents and other adults is an increasing concern (Cowen Forssell, 2024; de Wet, 2020; Kauppi & Pörhölä, 2015; Rajbhandari & Rana, 2022). With electronic communication and social media platforms, new forms of interaction emerge with unintended consequences for staff. One aspect of cyberbullying involves covert filming of classroom activities and the threat of unauthorised posting of recordings online. Pupil-initiated cyberbullying is closely linked to the expansion of social media platforms such as TikTok, YouTube, Facebook, and other video-sharing websites, where recordings of teachers are shared without their consent. These postings not only challenge teachers' authority but also amplify the public nature of the cyberbullying, often leaving teachers feeling vulnerable and exposed. In this study, we unify the two research areas of cyberbullying at work and in schools by centring teachers' exposure to pupil-initiated cyberbullying. The overall aim of the study is to extend our understanding of the underlying factors that elevate school staff's risks of exposure to pupil-initiated cyberbullying.

*Method:* This study uses a mixed-methods research design. We use the findings from a case study, which includes a focus group interview with pupils and in-depth interviews with teachers and school leaders, in conjunction with previous research, to develop relevant hypotheses. These were then tested in a logistic regression model based on a sample comprising responses from 73,821 teachers and school leaders.

*Results:* Almost 8% of the respondents experienced high exposure to pupil-initiated cyberbullying. The findings show that exposure to pupil-initiated cyberbullying was particularly prominent among younger teachers and teachers in lower secondary school (pupils between 11–16 years of age). Job-demands also played a significant role in school staff's victimization. A work situation with a high workload, role conflicts and ongoing conflicts with parents was related to higher levels of exposure to pupil-initiated cyberbullying. Further, greater levels of support from parents and shared educational visions served as protective factors.

*Conclusion:* This study highlights that overarching conditions within the work environment are associated with teachers and school leaders' exposure to pupil-initiated cyberbullying. These findings point to a considerable potential for interventions to prevent pupil-initiated cyberbullying at work. In contrast to factors such as age, gender, disability, position and type of school, the study points towards the direction of creating better work situations with lower demands, more focus on educational visions and better relations with parents to proactively work with pupil-initiated cyberbullying. Yet, the findings also provide valuable insights into vulnerable groups, emphasizing the need for targeted initiatives such as mentorship and tailored support for early-career teachers.

### **S318**

#### **Tracking Distress over Time: Within-Person Effects of Cyberbullying Victimization, Technostress, and Exhaustion**

Atte Oksanen<sup>1</sup>, Magdalena Celuch<sup>1</sup>, Samuel Farley<sup>2</sup>, Reetta Oksanen<sup>1</sup>, Iina Savolainen<sup>1</sup>  
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*Background:* Cyberbullying victimization (CBV) at work is an emerging psychosocial risk factor in occupational settings. However, longitudinal evidence distinguishing between-person differences from within-person changes is limited. In this study, we analyzed whether increases in CBV at work, technostress, and exhaustion predict psychological distress over time.

*Method:* We utilized 13 waves of Social Media at Work panel survey data from 1,817 employees (12,168 observations) from 2019–2025. Psychological distress was measured with the GHQ-12, and predictors included CBV at work, technostress, and work exhaustion (MBI-GS). We applied hybrid panel regression models, which decompose within-person change effects from between-person differences. Models were adjusted for gender, age, and educational degree.

*Results:* Within-person increases in CBV at work, work exhaustion, and technostress predicted higher distress. Between-person differences showed associations between distress and CBV at work and work exhaustion. Similar, yet, smaller association was also found on technostress. Our results suggest that CBV at work is consistently linked to psychological distress. Similar findings were observed regarding work exhaustion and technostress.

*Conclusion:* Our findings highlight the need to prevent cyberbullying at work. Interventions targeting to reduce and manage cyberbullying at work are needed as part of occupational health prevention strategies.

### **S319**

#### **A Helping Hand? A Longitudinal Study on the Effectiveness of Reporting Work-Related Online Harassment in Preventing Recurrence and Promoting Well-Being**

Magdalena Celuch<sup>1</sup>, Samuel Farley<sup>2</sup>, Reetta Oksa<sup>1</sup>, Iina Savolainen<sup>1</sup>, Atte Oksanen<sup>1</sup>  
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*Background:* Work-related online harassment is a prevalent and worrying phenomenon, with employees across virtually all occupational sectors reporting negative experiences perpetrated by clients, audiences, and coworkers. Although organizational support is frequently cited as a

critical resource for coping, victims often report inadequate institutional responses and limited effectiveness in preventing recurrence. Despite its significance, longitudinal evidence on the impact of reporting online harassment to internal authorities remains scarce. Drawing on the Job Demands-Resources model, this study examines how reporting work-related online harassment to supervisors or equivalent organizational authorities relates to future harassment frequency and employee well-being.

*Method:* The study uses three-wave survey data collected between 2022 and 2024 from adult populations in Finland (N = 1,541), France (N = 1,561), Germany (N = 1,529), Ireland (N = 1,112), Italy (N = 1,530), and Poland (N = 1,530). Data from participants reporting work-related online harassment were pooled and analyzed jointly. Fixed and random effects models, along with mixed modelling techniques, were used to assess associations between harassment frequency, reporting behaviour, and well-being indicators.

*Results:* The findings indicate that approximately 10% of the surveyed workers experienced work-related online harassment, with fewer than half of these individuals reporting the incidents to organizational authorities. Harassment frequency and likelihood of reporting were positively associated, suggesting that more frequent abuse may prompt victims to take action. However, reporting was not consistently linked to reduced future harassment or improved well-being, although initial results also indicated country-level differences. Notably, a reduction in harassment frequency following reporting was observed among Finnish workers, along with further associations between reporting and increased work engagement.

*Conclusion:* The results indicate that existing organizational procedures may fall short in mitigating the negative effects and recurrence of online harassment. This is particularly troubling for frequent victims who do report such incidents. As one of the first studies to explore the complex interplay between reporting, recurrence of work-related online harassment, and employee well-being, this research provides a foundational step toward understanding this pressing occupational health issue. It highlights the need for systematic inquiry into organizational responses and opens new avenues for investigating online harassment at work.

### **Symposium 69: Lived Experience as Knowledge: Understanding Burnout Recovery and Return to Work Through Multi-Perspective Qualitative Inquiry**

Chairs: Eva Geluk, Anja Van den Broeck

Despite extensive research on burnout, both scholarship and practice lack knowledge on the effective treatment of burnout and sustainable return to work (RTW). The extant literature, largely grounded in quantitative application of the Job Demands–Resources (JDR) model, has primarily focused on identifying factors that cause burnout and hinder recovery. While these approaches have advanced understanding of burnout's development and maintenance, they offer limited insight into how individuals experience and make sense of burnout, recovery, and RTW. We propose a complementary, lived-experience perspective that highlights the subjective meanings people attach to these trajectories and the evolving sense of self within them. Our findings deepen scholarly and practitioner understanding of these meanings and the identity considerations in the process of burnout, recovery, and RTW.

This symposium brings together four qualitative studies that centre lived experiences as a source of knowledge for broadening perspectives on burnout recovery and RTW as two interrelated, evolving processes. Drawing on in-depth interviews, focus groups, and longitudinal designs, the contributions highlight recovery and RTW as a subjective, embodied, and relational process shaped by stigma, workplace relationships, and professional practice. The first study adopts a longitudinal, trajectory-based design to trace how individuals recovering

from burnout reconstruct their identities in and through their embodied experiences over time. The second explores how employees experience and navigate various expressions of stigma in RTW (i.e., self-stigma, structural stigma, interpersonal stigma), reframing reintegration as a dynamic social process. The third draws on structured and in-depth interviews and focus groups, to explore how employees, supervisors, and HR professionals experience RTW. The fourth analyses focus groups with psychotherapists to explore how mental health professionals perceive and support recovery among young practitioners who were in therapy for burnout.

Together, these studies offer a multi-perspective and deeply contextualized understanding of burnout recovery and RTW as two sides of the same coin: processes that unfold along a continuum shaped by stigma, embodied experience, workplace relations, and help-seeking. By foregrounding the voices of employees, workplace actors, and practitioners, the symposium advances occupational health psychology's understanding of how people live through, interpret, and rebuild work and identity after burnout.

### **S320**

#### **The Body in Burnout and Recovery: Longitudinal Insights into Embodied Identity Work**

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Burnout is typically understood as a reversible stress condition, with recovery conceived as symptom reduction or a return to pre-burnout functioning. This study takes a different perspective on recovery as embodied identity work. Drawing on longitudinal interviews with 28 individuals in Belgium who had experienced burnout, conducted approximately two years apart, we examine how people make sense of burnout over time and how recovery trajectories unfold. We find that participants initially experienced burnout as an embodied identity threat, as bodily collapse undermined the capacity to sustain valued work identities. From this common starting point, two pathways emerged. In one - body as a site of pathology - burnout was construed as bodily impairment, eliciting knowledge about the body and prompting identity work oriented toward self-preservation and withdrawal. In the other - body as a site of self-knowledge - burnout triggered bodily awareness, which was understood as a source of self-knowledge, and prompting engagement in embodied relational practices that gradually fostered renewed confidence. By tracing these divergent pathways, the study contributes to burnout research by moving beyond stress-based frameworks to highlight recovery as a dynamic, embodied and identity-based process; extends identity work scholarship by showing how bodily experiences generate self-knowledge; and advances embodiment research by demonstrating how a mental health condition can trigger sustained identity work.

### **S321**

#### **Beyond Public Perceptions: Lived Experiences of Stigma in Return to Work After Burnout**

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*Background:* Although burnout has gained wide recognition as a pressing occupational health concern, the return-to-work (RTW) process following burnout remains insufficiently understood, particularly when it comes to stigma. Existing research has primarily addressed burnout stigma from the perspective of the general public, employers, or coworkers, often focusing on stereotypical beliefs and discriminatory attitudes. Much less is known about how individuals with lived experience of burnout themselves perceive, internalize, anticipate, and respond to stigma during RTW. Drawing on contemporary stigma theories, this study examines how four interconnected dimensions of stigma (i.e., experienced, anticipated, self-stigma, and structural

stigma) shape employees' perceptions, decisions, and behaviours throughout their RTW trajectory. By foregrounding the voices of workers navigating reintegration after burnout, the study seeks to illuminate how stigma operates as a dynamic social process embedded in organizational norms and personal recovery journeys.

*Method:* Twenty semi-structured interviews were conducted with employees in Belgium and the Netherlands who had been diagnosed with burnout within the past two years. Participants represented diverse sectors, job roles, and lengths of absence. Interviews were audio-recorded, transcribed verbatim, and analyzed using a codebook-driven thematic analysis. Codes were organized around the four stigma dimensions, while also attending to emergent patterns related to coping strategies and experiences of supportive or unsupportive workplace interactions. Cross-case comparisons were conducted to identify similarities, variations, and contextual factors influencing stigma perceptions across participants.

*Results:* Preliminary findings suggest that classical stigma frameworks adequately capture many aspects of participants' accounts, yet considerable heterogeneity emerged. Participants generally did not report explicit or overt discrimination. Instead, they described more subtle disadvantages, such as inconsistencies in managerial support. Respondents highlighted ambivalent or mixed treatment at work, where expressions of care coexisted with doubts or discomfort. Anticipated stigma often influenced how openly participants communicated about their burnout, shaping disclosure decisions and expectations for reintegration. Over time, many participants described increasing self-acceptance and reduced self-stigma. This growth was often supported by positive interactions with colleagues, open communication with supervisors, or organizational climates that normalized psychological strain.

*Conclusion:* By centring individuals with lived experience, this study reframes RTW after burnout as a dynamic and relational process shaped by evolving perceptions of the self in relation to the social environment. The findings underscore the need for multi-level interventions that address stigma not only in societal discourse and organizational practices, but also within individual recovery and reintegration trajectories. Such an approach may facilitate more sustainable RTW experiences and foster more inclusive organizational cultures for workers recovering from burnout.

### **S322**

#### **Returning to Work after Burnout: Lived Experiences of Employees and Workplace Actors**

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*Background:* Burnout is an increasing occupational health concern yet return to work (RTW) after burnout remains insufficiently understood. Existing interventions predominantly focus on individual recovery, with limited attention to how workplace interactions and organizational conditions shape the RTW experience. This study explores how employees and workplace actors experience RTW after burnout and how their interactions influence this process.

*Method:* Using an exploratory qualitative design, data were collected through structured interviews using cultural probes with employees (N = 18), semi-structured in-depth interviews (N = 8), and two focus groups with supervisors (N=6) and HR professionals (N=4). An inductive thematic analysis was conducted to capture meaning across narratives. Reflexivity and triangulation among researchers supported analytical rigor.

*Results:* Participants described RTW after burnout as a multifaceted and relational process shaped by both personal and organizational dynamics. Four interrelated domains characterized their experiences: *RTW procedures* reflected the importance of role clarity, transparent communication, and autonomy; *RTW work design* concerned the negotiation of work adjustments, balancing demands and resources, and the space for job crafting; *RTW actor capability* captured how understanding and knowledge among workplace stakeholders influenced employees' sense of support; and *RTW climate* referred to experienced stereotyping and need for safety in RTW discussions. Together, these domains illustrated that RTW after burnout was not experienced as a linear trajectory but as a dynamic and relational process shaped through ongoing interactions between employees and workplace actors.

*Conclusion:* By centring the lived experiences of employees and workplace actors, this study highlights RTW after burnout as a co-constructed process requiring coordination, competence, and a supportive climate. The findings offer directions for developing participatory, multi-actor interventions that address both individual and organizational dimensions of RTW.

### **S323**

#### **A Qualitative Study of Burnout Recovery: Psychotherapists' perspectives**

Marita Mesić, Darja Maslić Seršić

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*Background:* Over the last decades, burnout has emerged as a global phenomenon in the field of occupational health psychology and is receiving a large amount of attention in practice and research. However, the burnout recovery is still less researched, and it is unclear how the recovery process unfolds and how people recover. Young professionals often seek psychotherapy as a tool for recovery, so psychotherapists have an important role and experience in supporting them in the recovery process. The aim of this study was to capture psychotherapists' perspectives to provide a better understanding of how recovery from burnout in young professionals who received psychotherapy occurs – what does the process look like step by step, which strategies do they implement, and which resources help them.

*Method:* To gain insight into these perspectives, 3 mixed mini focus groups (including 9 Croatian psychotherapists) were conducted. All participants were psychologists educated in cognitive-behavioural or Gestalt psychotherapy with a minimum of 2 years of practical experience working with clients. They all had a client who was involved in psychotherapy mainly for burnout, successfully recovered and is no longer in psychotherapy. The focus groups were audio-taped, transcribed and thematically analyzed. Thematic analysis of session transcripts was used to generate themes.

*Results:* Preliminary results of the thematic analysis indicate steps in the process of recovery from burnout, as well as strategies and main resources that helped young professionals recover. Final results are expected in January 2026.

*Conclusion:* By focusing on the experiences of psychotherapists who were involved in the process of burnout recovery of young professionals, this study gives new insights into the burnout recovery process. The findings indicate steps, strategies and resources that young practitioners undertake in the recovery process and can help understand what helps people recover from burnout. These findings can help shape intervention programmes for burnout recovery.



**ORAL PAPER  
PRESENTATIONS**

## O1

### **A Multilevel Assessment of Algorithmic Monitoring and Customer Mistreatment as Sources of Entropy for App-workers' Well-Being: A Human Sustainability Approach**

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*Background:* This research investigates the impact of acute and chronic entropy—disruptions to worker energy and resources—on the sustainability of on-demand gig work through a human sustainability lens (Barnes et al., 2023). Drawing on the input-process-output model from algorithmic management literature (Kadolkar et al., 2024), we examine how the two primary touchpoints in on-demand gig work of (1) customers and (2) platform apps (Cameron, 2022; Duggan et al., 2019) serve as inputs that generate entropy: acute entropy from customer mistreatment and chronic entropy from algorithmic monitoring. We propose that exposure to these touchpoints, both on a week-to-week basis and over time, trigger three key psychological process domains that mediate the relationship between the entropy inputs and worker outcomes: affective responses (work engagement), cognitive processes (rumination), and behavioural adaptations (safety compliance).

*Method:* App-workers were recruited through a third-party platform (N = 287, Mage = 33.98, 61% male, 59.7% earning less than 50k per year) to participate in an 8-week longitudinal study. Participants were asked to complete a brief online survey once per week, with each weekly survey including a consistent set of questions which prompted participants to reflect on their app-based work experiences, general feelings and attitudes, and well-being over the previous week.

*Results:* Using multilevel path analysis modelling in Mplus (version 8.11; Muthén & Muthén, 2017), we find general support for our theoretical model at both within-person (weekly fluctuations) and between-person levels of analysis. At the within-person level of analysis, both perceived algorithmic monitoring and customer mistreatment were associated negatively with work engagement and safety, and positively with rumination, and subsequently were indirectly associated with worse mental health, more sleep troubles, unhealthy eating, and near misses. At the between-person level of analysis, both algorithmic monitoring and customer mistreatment were related positively to rumination and negatively to safety compliance, but only algorithmic monitoring was significantly and negatively associated with work engagement. As a result, all but the hypothesized indirect effects from customer mistreatment through work engagement were significant at the between-person level of analysis.

*Conclusion:* Results demonstrate that entropy from both touchpoints—mistreatment from customers and perceived monitoring from platform apps—operates through these psychological mechanisms on a week-to-week basis to create cumulative physical and psychological strain that compromises long-term work sustainability. These findings can contribute to the human sustainability and algorithmic management literatures by simultaneously testing key touchpoints and their subsequent consequences on app-workers well-being. This study can also have practical implications for advancing more humane and healthy practices in the implementation of algorithmic management and design of organizational and policy interventions to support this vulnerable workforce.

## O2

### What Matters in Ethical Governance for Industry 5.0 Manufacturing? A Methodology for Navigating Stakeholder Dilemmas and Priorities

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*Background:* The transition towards Industry 5.0 is reshaping manufacturing through the introduction of intelligent collaborative robotic systems and AI-enabled technologies. These developments create new opportunities for resilience, adaptability, and human augmentation, yet they also raise significant ethical challenges concerning responsibility, worker agency, psychological well-being, and organizational justice. As technological change accelerates, organizations increasingly rely on stakeholder engagement to identify tensions, set priorities, and develop governance strategies that are both human-centred and ethically robust. Understanding how stakeholders perceive risks, negotiate dilemmas, and prioritize ethical concerns is therefore essential for safeguarding health, safety, and well-being in the future of work.

*Method:* The study employs a multi-stage co-design methodology, conducted in the United Kingdom between 2019 and 2024. Six co-design workshops and two validation workshops were carried out with 87 participants from industry, research, policymaking, and the public sector. In Phase 1, participants identified key stakeholders for Industry 5.0 and mapped their relationships across the wider manufacturing ecosystem. In Phase 2, participants engaged in role-based deliberation to rank six ethical principles related to the governance of human–robot collaborative systems: safety and well-being, liability and accountability, human dignity and equity, continuous learning and support, data privacy and security, and unbiased AI/ML processes. Workshop data were audio-recorded, transcribed, and analyzed using affinity mapping, framework analysis, and narrative analysis to capture convergences, divergences, and cross-stakeholder dynamics.

*Results:* Across all stakeholder groups, safety and well-being emerged as the highest ethical priority, encompassing physical, psychological, and perceived safety. Participants stressed that responsible integration of intelligent technologies depends on workers' confidence, sense of control, and trust in organizational practices. Liability and accountability formed the second key priority, although views diverged regarding how responsibility should be distributed across organizational roles, technical actors, and increasingly autonomous systems. Human dignity and equity were strongly emphasised by workers, union representatives, and social scientists, who highlighted risks of de-skilling, exclusion, and erosion of meaningful work. Continuous learning and support were recognised as essential for strengthening workforce resilience, yet participants noted that training is often unevenly distributed or reactive. Data privacy concerns were widespread, especially in relation to surveillance, performance monitoring, and transparency of data use. Un-biased AI/ML was consistently ranked lower, not due to irrelevance, but because other risks were experienced as more immediate or pressing. Together, these insights reveal a landscape marked by shared principles, but also structured by positionality, power relations, and role-specific responsibilities.

*Conclusion:* Stakeholder involvement is indispensable for shaping ethical governance in Industry 5.0. The results demonstrate that ethical priorities are not uniform; they reflect practical concerns, institutional mandates, and lived experience on the shop floor. Embedding stakeholder-sensitive deliberation within organizational processes is essential for safeguarding health, safety, and well-being, strengthening trust, and ensuring that technological innovation remains aligned with human-centred values. The findings support the establishment of participatory governance structures and continuous dialogue as key conditions for responsible and sustainable futures of work.

### O3

#### **“I Did This, Not the AI”: Ownership as a Buffer of Self-Efficacy Loss in AI-Assisted Tasks**

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*Background:* As generative artificial intelligence (AI) becomes increasingly integrated into work processes, questions arise about its psychological consequences for employees. On the one hand, AI can provide feedback, suggest alternative approaches, and open up new opportunities for problem-solving, potentially enhancing task-specific self-efficacy. On the other hand, relying on AI may undermine individuals' sense of personal accomplishment and control over their work, thereby reducing self-efficacy. Given the mixed findings in prior research, and drawing on Social Cognitive Theory, we conceptualize generative AI as a tool that can both strengthen and weaken task-specific self-efficacy, depending on whether AI-supported performance is experienced as a personal mastery achievement or as success attributable primarily to the system. This study therefore examines the impact of AI use on task-specific self-efficacy with a particular focus on users' sense of responsibility for AI-generated outputs as a key factor moderating these effects.

*Method:* As a pilot for future occupational research, we employed an event-based sampling design to capture task-level dynamics of AI use and self-efficacy among students. Over three weeks, 112 university students repeatedly completed brief questionnaires after AI-supported study tasks. This within-person approach allowed for real-time assessment of fluctuations in self-efficacy across different tasks, minimizing recall bias. Each measurement captured task-specific AI use, perceived self-efficacy, responsibility for AI-generated outputs, and task characteristics. Multilevel analyses tested the within-person association between AI use and self-efficacy and the moderating role of responsibility.

*Results:* Multilevel analyses revealed a significant negative within-person relationship between AI use and perceived task self-efficacy. The negative effect of AI use on self-efficacy was attenuated when participants reported higher levels of responsibility in handling AI outputs. Exploratory analyses further suggested that enjoying one's tasks may play a similar buffering role.

*Conclusion:* Overall, the findings indicate that taking ownership of AI-generated outcomes can protect self-efficacy from the potentially detrimental effects of AI use. These pilot results provide the empirical foundation for a planned replication in an occupational sample, which will further investigate how task characteristics and aspects of the human-AI interaction shape employees' self-efficacy, with results to be presented at the conference.

### O4

#### **Developing an Implementation Guide for Digital Workplace Mental Health Interventions**

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*Background:* Interventions for workplace mental health that incorporate early intervention and preventative approaches are recommended by policy makers and advisory bodies worldwide (e.g. ISO, 2021; WHO & ILO, 2022; NICE, 2022; EU-OSHA, 2014). The critical role of employers and line managers within this is also widely acknowledged (e.g. Hammer, 2024) but they often lack the necessary knowledge, skills and confidence to effectively support employees and employers need to do more to implement effective strategies (Mayfield, 2025). Digital platforms have increasingly been used to deliver workplace mental health interventions (Cameron et al. 2025), including mindfulness for employees (e.g. Radin et al, 2025), stress management awareness (e.g. Freund et al, 2024) and line manager skill development (e.g.

Hassard et al, 2025). The benefits of using digitally delivered interventions for mental health can include improved accessibility, affordability and scalability, enabling more discretion which can reduce stigma, and increased flexibility in scheduling (Plessen et al., 2025). In the workplace, there is also growing evidence that digital mental health interventions aimed at supporting line managers and employees can offer more accessibility and lower cost for small businesses (Roper et al, 2025). Whilst recent reviews have identified a number of barriers and facilitators to implementing mental health interventions in the workplace (Daniels et al, 2021; Yarker et al, 2022), some of the additional factors related specifically to the use of digital platforms have not been considered. Planning and embedding interventions effectively within workplace settings through appropriate implementation strategies is likely to have an impact on their effectiveness (Egan et al, 2009). In healthcare research, a number of implementation frameworks have been developed which guide the strategies used to implement interventions into healthcare practice (Wang et al, 2023). These could provide a strong, evidence-based foundation for the development of specific guidance for employers wanting to implement digital workplace mental health interventions. This paper will describe the methodology and results of a rapid review and stakeholder consultation to aid the development of an implementation guide to support organizational-level strategies for the adoption, planning and embedding of digital workplace mental health interventions.

*Method:* A rapid review will identify studies that have implemented digital mental health interventions within workplace settings and use a narrative approach to summarise the findings (King et al, 2024). A stakeholder consultation involves workshops with three groups: employers, employees and academics/experts. The discussions in these workshops will be analyzed thematically (Braun and Clarke, 2006) to identify key activities and strategies. The results from the review and consultations will be aligned with existing implementation frameworks and tools such as the Consolidated Framework for Implementation Research (Damschroder et al, 2009; 2022), Expert Recommendations for Implementing Change (Powell et al, 2015), the Nonadoption, Abandonment, Scaleup, Spread and Sustainability Framework (NASSS, Greenhalgh et al, 2017).

*Results and Conclusion:* We will describe the data from the rapid review and consultations and how they have been synthesised using implementation frameworks to guide the development of a draft implementation guide for digital workplace mental health interventions. Next steps in their development will be discussed.

## **O5**

### **The Dark Side of AI at the Workplace - Uncovering Its Impact on Employee Health**

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*Background:* The use of Artificial Intelligence (AI) in society and workplaces has progressed rapidly in recent years and will continue to shape and challenge our lives and work environments in the years to come. While AI will bring significant advantages to our working lives—making many tasks faster, more accurate, and opening up entirely new possibilities—it can also place considerable strain on individual employees, due to higher work intensity in form of information overload as well as scheduling and performance pressure. In line with the JD-R model, individual and organizational resources can protect employees by buffering the negative effects of the use of AI at the workplace on employee well-being and health.

*Method:* Current working conditions, AI usage behaviour and competence and attitudes toward AI were collected through an online questionnaire. The sample consisted of a total of 373

participants, comprising employees and managers from the public sector as well as various industries in the private sector.

*Results:* As expected, intensive AI use at work was associated with increased strain and lower well-being of the employees. Consistent with the JD-R model, these negative effects were mitigated by personal and organizational resources. Specifically, higher AI competence, a positive attitude toward AI, the perception of benefits from using AI and a supportive working environment reduced the health impact of AI use at work.

*Conclusion:* The findings suggest that personal and organizational resources—such as AI competence, positive attitudes toward AI, and supportive working conditions—can buffer the adverse health effects of AI use at work. Therefore, acceptance of and knowledge about AI should be further promoted, and the easy access and facilitated use of AI tools in the workplace should be supported in order to protect employees' health. Future research should examine different target groups and contexts to identify particularly vulnerable populations. Longitudinal studies would be especially valuable for exploring whether AI use at work causally increases strain and negatively impacts health over time, capturing long-term effects, individual differences, and adaptation processes that cross-sectional studies cannot reveal.

## O6

### **Metacognitive Strategies to Foster Resilience in Aged Care: Influences of Coping Self-Insights on Capacities for Resilience. A Time-Lagged Person-Centred Perspective**

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*Background:* The aged care workforce has been subject to increased demands (e.g., inadequate staffing levels, high workloads, lack of social support) with increases in psychological distress over recent years. The scholarly literature considers the capacity for resilience as a crucial element to combat these challenges and to maintain employee well-being. Examining the complex interplay of factors that reflect the capacity for resilience (i.e., social support, emotion regulation, coping self-efficacy) is needed to provide a more nuanced understanding of occupational resilience and how it links to employee outcomes (e.g., job satisfaction, burnout). Moreover, the nature of adaptive forms of coping self-insights has received scant attention in the scholarly literature, underpinning the need to examine their role in fostering the capacity for resilience.

*Method:* A time-lagged latent profile analysis (LPA) was conducted in a sample of aged care workers (N = 676, 70.1% female) to examine the complex interplay of resilient qualities that reflect employees' capacity for resilience. The AUXILIARY R3STEP and manual BCH commands were used to link the resilience profiles with predictors and outcomes. A multivariate analysis of variance (MANOVA) followed by a post-hoc discriminant analysis was performed to determine quantitative distinctness of identified profiles.

*Results:* LPA results revealed four distinct profiles: Low Resilience Capacity, Moderate Resilience Capacity, Impaired Coping Self-Efficacy, High Resilience Capacity. Individuals in the High Resilience Capacity profile showed the highest job satisfaction scores (M = 6.63) and lowest burnout scores (M = 1.64). Moreover, coping self-insights regarding the anticipated efficacy of resilient capacities, time course of reactions, stressors as growth opportunities, and resilience capacity repertoire increased the likelihood of workers belonging to the High Resilience Capacity profile compared to the Low Resilience Capacity profile.

*Conclusion:* Study findings shed light on the complex interplay of the capacities for resilience among aged care workers highlighting the joint effects of resilient qualities on job satisfaction and burnout. Examining the coping self-insights considered in this study helps us to better understand individual differences in the capacity for resilience. Thus, the findings help to identify aged care workers at higher risk of burnout or, conversely, workers with greater job satisfaction and offer guidance for tailored intervention approaches regarding the development of coping self-insight.

## O7

### **The Slow Comeback: How Stress Recovery Connects to Burnout and Resilience**

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*Background:* When stress accumulates, it can lead to the development of burnout (Bayes et al., 2021). Therefore, it is crucial that employees are able to unwind and recover from the stress they experience during the workday (Sonnentag et al., 2017). This study aims to integrate research on burnout and recovery by investigating the relationships between stress recovery during the workday and burnout symptoms. Previous research has examined links between trait resilience, recovery and burnout. However, the novelty of our study lies in our conceptualization of recovery, as part of short-term stress resilience. This study has theoretical and practical relevance, as it may yield new insights and inform employee policies, such as burnout prevention strategies.

*Method:* We conducted an Experience Sampling Study (ESM) ( $N = 567$ ) with five measurements per day over ten workdays. Participants reported their momentary stress levels, which were used to estimate various stress resilience parameters, including stress recovery, reactivity, inertia and pile-up. For this study, we focus on stress recovery as a key indicator of stress resilience. Specifically, we examine recovery from feelings of discontentment, tension and fatigue. Burnout symptoms were assessed using the Burnout Assessment Tool in a pre- and post-test. To test convergent validity, we included the Connor-Davison Resilience Scale. An additional data collection ( $N = 200$ ) is currently underway and will be completed by December 2025. The presentation will incorporate conclusions from both datasets, while this abstract focuses on preliminary findings based on the first dataset.

*Results:* 1. Recovery and burnout: Individuals who take longer to recover from discontentment (i.e., who return more slowly to their baseline stress level after experiencing negative feelings) have a higher burnout score measured in the post-test ( $r = .237, p < .05$ ). Slow recovery from tension was associated with higher burnout scores in both the pre-test ( $r = .293, p < .05$ ) and the post-test ( $r = .231, p < .05$ ). Individuals with high burnout scores during the pre-test show slower recovery later on, and slower recovery is linked to higher burnout scores during the post-test. 2. Recovery and specific burnout symptoms: Employees who reported high exhaustion in the pre-test demonstrated longer recovery from discontentment ( $r = .274, p < .05$ ), suggesting that exhaustion is related to needing more time to recover from negative feelings later. Furthermore, longer recovery from discontentment was linked to greater exhaustion in the post-test ( $r = .224, p < .05$ ). Exhaustion at the pre-test level and recovery from tension later on were also correlated ( $r = .336, p < .05$ ). 3. Recovery and trait resilience: High trait resilience scores, both in the pre-test ( $r = -.313, p < .05$ ) and the post-test ( $r = -.285, p < .01$ ) are associated with quicker recovery from tension.

*Conclusion:* Our preliminary findings demonstrate relationships between stress recovery, burnout, and trait resilience. Individuals with high burnout scores need more time to recover

from stress. When zooming in on specific burnout symptoms, exhaustion appears to play a key role: exhausted employees tend to recover more slowly later on, and slower recovery is linked to greater exhaustion at a subsequent time point. Employees with strong trait resilience recover more quickly from stressful situations, suggesting that resilience functions as a protective factor.

## O8

### **The Work Environment of Sami Reindeer Herders in the Nordic Countries**

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*Background:* The Sami is the only acknowledged indigenous people of Europe. For the Sami, reindeer husbandry goes beyond being a profession with specific tasks, it is also a central and significant part of the traditional way of life, and a cornerstone for upholding their unique culture and languages. The organizational form of the Sámi reindeer herding entails a collective right for its members to conduct reindeer husbandry. However, each individual reindeer herder is formally organized in a sole proprietorship. From an occupational health perspective, the (by legislation dictated) organizational form plays a role in that the work requires collective efforts while the responsibility for the work environment is placed on the individual (sole proprietor). This complicates the introduction of systematic occupational health and safety management as designed in the guidelines and recommendations of occupational health agencies as there is no clear employer – employee relations to consider. The majority of research conducted on Sami reindeer husbandry in the Nordic countries has focused on the reindeer and grazing resources, with a relatively small portion addressing the work environment and occupational health of reindeer herders. However, a recent report concludes that two-thirds of the professional Sami reindeer herders have been injured at work and one-third of the herders are suffering from permanently deteriorated health, emphasizing the need for finding out more about their work environment. Thus, the aim of this study is to provide a general overview of work environment issues in Nordic Sami reindeer herding, as well as to identify research gaps, trends and insights into this complex and under-researched topic.

*Method:* We have chosen the flexible approach of narrative review to provide a qualitative synthesis of findings and be able to organize findings around relevant themes to provide context. Following suggested procedures for narrative reviews (i.e., SANRA), our study is based on iterative literature searches in major databases (PubMed, WOS, PsycINFO) as well as forward and backward searches of references of identified literature to identify recent (years 2000-2025) relevant data. We also searched for gray literature in terms of book chapters, and agency and commission reports.

*Results:* Results will be analyzed (during spring 2026) thematically and critically discussed from both a system, well-being and cultural centric perspective. Beyond informing us of the existing knowledge and research gaps to be filled, it will also provide practical recommendations for both the Sami reindeer herding community as well as government agencies involved in developing current best practices for supporting the well-being of Sami reindeer herders.

*Conclusion:* The work environment and occupational health among Sami reindeer herders have been sparsely studied. Legislation, for example in dictating how this line of work must be organized, as well as work as an indigenous cultural expression in the context of pressure from excavating industries to give up land rights, constitute unique conditions that influence their work environment and occupational health. This also highlights the need for contextualized interventions, suitable for these unique conditions.

## O9

### **Navigating the Reemployment Process after Redundancy: The Interplay Between Agency and Context**

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*Background:* Redundancy, the elimination of a role due to economic reasons, triggers a transition in which individuals must secure reemployment to avoid job loss and mitigate the psychological, social, and economic harms associated with unemployment (Borghouts–van de Pas et al., 2021; Filomena, 2023; Wanberg, 2010). This involuntary transition is dynamic and involves ongoing interactions between individuals' actions and contextual factors over time (Fouad & Bynner, 2008; McKee-Ryan et al., 2009). However, existing research tends to conceptualise reemployment as a discrete outcome rather than as a process (Thompson et al., 2016), limiting our understanding of the dynamic process leading up to and following reemployment and of the complex interactions between individual agency and context over time. We therefore propose the broader concept of the reemployment process: a dynamic, context-dependent, involuntary transition through which individuals navigate (impending) job loss toward reemployment. This study seeks to explore how individuals experience and navigate the reemployment process following redundancy, aiming to develop a process model that highlights the dynamic interaction between individual factors and contextual influences during this transition.

*Method:* This study employs Constructivist Grounded Theory (Charmaz, 2014) and follows a two-phase design. In phase 1, we conduct an initial analysis of 21 existing interviews with Dutch employees who experienced redundancy. These interviews serve as the starting point for the development of a preliminary process model. In phase 2, we will recontact the original participants and recruit additional individuals to refine, expand, and saturate the emerging categories, with the goal of further developing the process model. Data collection and analysis in this phase will proceed iteratively, in alignment with Grounded Theory methodology.

*Results:* The study is currently ongoing and will be completed before the congress. Preliminary findings suggest that the reemployment process begins as soon as job loss is anticipated and extends beyond job recovery, encompassing phases of adjustment and reflection. Emerging themes indicate that, throughout the reemployment process, emotional and cognitive responses shape how individuals navigate it. These responses appear to be influenced by both personal factors, such as personality traits, and contextual factors, such as organizational communication and support. Additionally, anticipated job loss can act as a catalyst for adaptive career behaviours—such as retraining or job search—depending on perceived need and urgency, as well as outcome and self-efficacy expectations.

*Conclusion:* This study contributes to a clearer understanding of the reemployment process by illustrating how individual agency interacts with contextual factors. It refines theoretical models of involuntary career transitions and offers practical guidance for designing organizational practices and support interventions that better address employees' needs at the outset of job loss.

O10

## **Hello, Monday! The Role of Monday Morning Psychological Reattachment for Stress Inoculation and Sensitization at Work – Results from a Daily Diary Study**

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*Background:* Stress inoculation describes becoming more resilient to future stressors through prior stress exposure, whereas stress sensitization refers to increased vulnerability. Both processes occur in the work context. Challenge stressors experienced in the past have been linked to lower affective reactivity towards current stressors and better well-being, while hindrance stressors show opposite relationships. Yet, underlying mechanisms remain unclear. Psychological reattachment refers to mentally reconnecting with work after not working and is conceptualized as a resource investment right before work. In this study, it is proposed as a potential mechanism linking past stressors to current stressor reactivity. Research on daily reattachment has consistently shown beneficial outcomes (e.g. higher work engagement). We focus on Monday-morning reattachment to better understand the critical transition from weekend to work. Previous research suggests that Monday-morning reattachment mediates between weekend sleep quality and lower exhaustion across the subsequent week, highlighting the importance of this transition. Drawing on Conservation of Resources Theory and the Systematic-Self-Reflection Model of Resilience Strengthening we propose that Monday morning reattachment (differentiated into neutral, positive and negative) mediates the relationships between challenge and hindrance stressors in one week and affective reactivity in the following week.

*Method:* We conducted a two-week diary study starting in September 2025 which is still ongoing. Participants completed a baseline and three daily questionnaires across two work weeks. In week 1, we assessed task complexity as a challenge stressor and situational constraints as a hindrance stressor. Psychological reattachment was measured on Mondays immediately after starting the workday, capturing neutral, negative and positive work prospection. In week 2, we measured workload and positive/negative affect to compute affective reactivity, operationalized as within-person slopes of affect regressed on workload using multilevel modelling in Mplus. We conducted path analyses at the between-person level for hypothesis testing.

*Results:* Preliminary analysis (N = 82 employees) showed that task complexity in week 1 was positively related to neutral and positive Monday-morning reattachment in week 2. Neutral reattachment was negatively related to affective reactivity in positive affect in week 2, resulting in a significant negative indirect effect of task complexity on affective reactivity via neutral reattachment. Considering the distribution of the calculated slopes, this suggests that task complexity is associated with a steeper decrease in positive affect related to workload via neutral reattachment. Situational constraints were negatively related to positive reattachment, but no significant indirect effects on affective reactivity were observed.

*Conclusion:* These preliminary findings suggest that exposure to challenge stressors is related to more neutral reattachment on Monday mornings, which is associated with a steeper decrease in positive affect in reaction to workload. This opposes earlier findings and suggests a sensitization rather than an inoculation process. Hindrance stressors appear to undermine positive reattachment but have not yet translated into increased or decreased affective reactivity in this initial sample. Overall, the results highlight Monday-morning reattachment as a potentially important mechanism linking weekly work stressors with affective resilience, pointing to the transition from weekend to work as a promising target for interventions aimed at strengthening resilience at work.

O11

**Paving the Pathway to Detachment and Mental Health: Resilience as a Moderator of the Relationship Between Work Intensity and Psychological Detachment**

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*Background:* Work intensity has become an increasingly prevalent job demand that endangers mental health. In this context, resilience is an important personal resource because it mitigates the relationship between job demands and stress (Voss et al., 2025; Mazzetti et al., 2024). The present study examines this relationship in detail, building on the stressor-detachment model (Sonnentag & Fritz, 2015). This model emphasizes the important role of psychological detachment in mediating the stressor-strain process. Specifically, the present study examines work intensity as a precursor to emotional exhaustion and work-life balance, with psychological detachment from work serving as the mediating mechanism. Following the call of Sonnentag and Fritz (2015) for an expanded stressor-detachment model, we propose incorporating resilience as a personal resource that moderates the relationship between work intensity and psychological detachment. Specifically, we argue that individuals with higher resilience can better maintain psychological detachment, even under conditions of elevated work intensity.

*Method:* A total of 431 employees participated in the survey by answering a web-based questionnaire. All variables were assessed using existing measures. Specifically, we examined the following: resilience, work intensity, psychological detachment from work, emotional exhaustion, and work-life balance. Hierarchical regression analyses were conducted.

*Results:* The results showed that higher work intensity was associated with lower psychological well-being. Specifically, higher work intensity was linked to greater emotional exhaustion and a poorer work-life balance. In addition to its direct influence on these two measures, resilience was positively associated with psychological detachment. Psychological detachment, in turn, was associated with lower emotional exhaustion and a better work-life balance. Furthermore, resilience moderated the relationship between work intensity and psychological detachment. When resilience was high, the negative relationship between work intensity and psychological detachment was less pronounced.

*Conclusion:* This study makes several contributions to the field of research. First, it replicates the stressor-detachment model, outlining psychological detachment as a mechanism that explains the relationship between stressors and stress. Second, the study extends the model by incorporating resilience as a personal resource and specifying its buffering effect on the relationship between work intensity and psychological detachment. Consequently, resilience has a beneficial effect early in the stressor-strain process, and thus, has the potential to positively impact other indicators of mental health. Overall, these results demonstrate the importance of resilience for mental health and suggest potential intervention targets.

O12

**Everybody, Altogether, All at Once: Can Anchor Days Be Better?**

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*Background:* Hybrid working has disrupted established norms of work organization, transforming how presence, productivity, and commitment are perceived and valued. Anchor days - designated in-office days for hybrid teams - have emerged as a practical mechanism to strengthen collaboration, cohesion, and visibility. Yet little is known about how employees

experience these days or how their design affects well-being and inclusion. Our study was informed by previous research on flexibility stigma - the tendency for employees who work flexibly to be judged as less committed or competent (Williams et al., 2013; Chung & Seo, 2024) - and by social presence theory (Short et al., 1976), which highlights the relational and affective benefits of physical co-presence. Together, these perspectives help explain both the promise and pitfalls of anchor days: they can enhance learning and belonging yet also reproduce visibility norms that disadvantage those with fewer opportunities to attend.

*Method:* We conducted a large-scale mixed-method study combining an online survey of UK hybrid workers (N = 428) and a 10-day daily-diary study of a consistent-hybrid subsample (N = 273; 579 anchor-day observations). The present paper focuses on the qualitative analysis of open-ended survey responses and daily reflections, which captured employees' lived experiences of anchor days in their own words. Using an inductive thematic approach, we examined patterns concerning the meaning, value, and impact of anchor days, paying particular attention to gender, income, and caring responsibilities.

*Results:* Participants described anchor days as both energising and depleting. When well-attended and purposefully structured, they fostered social presence - a sense of immediacy, trust, and connection - through informal learning, mentoring, and spontaneous interaction. Employees reported that these encounters enhanced enjoyment, meaning, and team belonging. However, when attendance was low or scheduling unpredictable, anchor days generated frustration and strain. Office environments were often noisy or poorly equipped, and inconsistent managerial presence undermined their purpose. Gendered and class-based disparities were observed. Women - especially those with caring duties or lower incomes - reported the least access to structured anchor days and experienced stress when unable to attend. Their accounts revealed flexibility stigma, where non-attendance or remote working was read as a lack of commitment. This tension between visibility expectations and personal constraints reinforced inequities and eroded well-being.

*Discussion:* Taken together, the findings illustrate how anchor days operate as a double-edged social practice. Drawing on social presence theory, they can provide valuable relational and developmental resources when inclusively designed. Yet, viewed through the lens of flexibility stigma, they also risk becoming a site of social evaluation that heightens stress and perpetuates gendered disadvantage. Attending to both dynamics helps explain why employees experience anchor days as simultaneously supportive and exclusionary.

*Practical implications:* To ensure anchor days contribute positively to well-being and effective collaboration, organizations should: Co-design predictable anchor days with team input to accommodate caring and commuting needs. Clarify purpose and activities, emphasising collaboration and development rather than attendance for its own sake. Model inclusive presence by ensuring managers participate and normalise flexibility. Create environments that support both connection and concentration.

## O13

### **Advantages and Disadvantages of Remote Work Versus Office Work: The Role of Actual and Preferred Office Attendance**

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*Background:* The advantages and disadvantages of remote versus office-based work have been widely discussed in media and public discourse. However, empirical research on the topic remains limited, with initial studies reporting rather fragmented and contrasting results. This

study investigates how remote and office work relate to a broad spectrum of employee outcomes. Specifically, we examine (1) the association between actual office attendance and various outcomes, and (2) how discrepancies between actual and preferred office attendance are associated with the same outcomes.

*Method:* Two-wave survey data were collected from 599 employees in Finland, in collaboration with Taloustutkimus, an independent, high-quality market research firm. All participants were employed in large Finnish organizations (>250 employees). Of the respondents, 58.6% were women and 12.7% had managerial responsibilities. Participants reported both their typical weekly office attendance and their preferred number of remote workdays. Validated scales were used to assess a range of employee outcomes. Based on actual office attendance, respondents were categorized into three groups: Low attendance (0–1 days/week, n = 176); Medium attendance (2–3 days/week, n = 147); High attendance (4–5 days/week, n = 276). Regarding discrepancy between actual and preferred office attendance, three groups were compared: Prefer more remote work (n = 215); No discrepancy (n = 312); Prefer more office work (n = 72). Group comparisons were tested using MANOVA.

*Results:* Few significant differences emerged between groups based on actual office attendance. No notable differences were found in relation to job satisfaction, engagement, affective commitment, turnover intentions, subjective task performance, stress, or exhaustion. However, employees with low office attendance reported better work-life balance, better relationships with colleagues, and lower exposure to bullying behaviours. In contrast, discrepancies between actual and preferred office attendance were more strongly associated with employee outcomes. Employees who would have preferred to do more remote work reported lower engagement, commitment, and job satisfaction, alongside higher turnover intentions, increased stress and exhaustion, poorer relationships with colleagues, and greater exposure to bullying than employees who were satisfied with their situation. No significant differences were found in relation to subjective job task performance.

*Conclusion:* This study offers preliminary insights into how the extent of remote versus office work, and the (mis)alignment between employee preferences and actual work arrangements, relate to a wide range of outcomes. Contrary to common public narratives, the number of days spent in the office appears to have limited impact on most outcomes. Interestingly, fewer days in the office were linked to better social well-being. Conversely, misalignment between actual and preferred office attendance was consistently associated with negative outcomes across both attitudinal and well-being measures. However, this was the case only for employees wishing to do more remote work, not for those wishing to spend more days in the office. Since our results are based on lagged rather than longitudinal data, causal inferences cannot be drawn. Thus, further research is needed to test the directionality of the observed associations.

## O14

### **Configurations of Work Characteristics in Remote and Hybrid Work Settings: A Person-Centred, Cross-Country Approach**

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Research on the effect of remote and hybrid work arrangements on employee work performance and well-being has shown mixed results. To investigate the potential benefits and

challenges of these work arrangements, the present study employed a person-centred approach to identify configurations of work characteristics among employees with the opportunity to work remotely. Additionally, we examined whether the proportion of total work time spent remotely (remote work intensity [RWI]) predicted profile membership and how these profiles were related to work performance, exhaustion, vigour, and eudaimonic work well-being. We also examined whether similar profiles could be identified in Lithuania, Norway, and Sweden. Latent profile analysis (Lithuania,  $n = 1131$ ; Norway,  $n = 1812$ ; Sweden,  $n = 1182$ ) revealed slightly different latent profile solutions across the three countries, although some common features were observed. Three core profiles were identified in all three countries: *high strain*, *balanced*, and *low strain*, along with variations showing comparable resource–demand patterns. Two comparable peripheral profiles were identified in the Lithuanian and Norwegian subsamples: *moderately active with average social support* profile, and *moderately active and average clarity and social support*. One additional peripheral profile was identified only in the Norwegian subsample: *moderately passive*. RWI had different effects on profile membership across the three countries. In Lithuania, higher RWI increased the likelihood of belonging to a profile characterized by moderately high resources and lower demands. In Norway, employees with higher RWI were least likely to belong to the profile characterized by above-average on most job resources and higher demands. In Sweden, no significant associations were found. Across samples, the *high strain* profile was consistently the least favourable in terms of work performance and well-being, while the *low strain* profile was the most favourable. Taken together, the results suggest that organizations must provide sufficient resources and manageable demands in remote and hybrid work settings to facilitate high work performance and employee well-being.

## O15

### **Remote Working Conditions in Spain and their Impact on Physical Well-being and Work Attitudes**

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*Background:* Remote work, whether conducted full-time or in hybrid arrangements, has substantially reshaped employer–employee dynamics in recent years. In 2023, approximately 8.9% of European Union citizens aged 15 to 64 worked remotely at least a few days per month, with an average of 0.8 days per week spent working from home. However, the prevalence and characteristics of remote work vary considerably across countries. During the COVID-19 pandemic in Spain, many employees faced challenges related to inadequate workspaces, limited ergonomic furniture, and suboptimal working environment, which affected both productivity and well-being. Against this backdrop, the present study examines the extent to which remote workers in Spain have access to adequate home working conditions and investigates how these conditions impact their physical well-being and attitudes toward remote work.

*Method:* Data will be collected through the Netquest opt-in online panel in Spain, targeting a sample of 1,200 adults who have worked remotely for at least seven hours per week during the past two months. The questionnaire includes both survey questions and the request for photographs of participants' workstations and surroundings. The study aims to describe the current remote work conditions in Spain, focusing on the prevalence of different arrangements and the role of ergonomic furniture, workspace layout, and ambient factors (climatization, noise, and lighting) in shaping physical well-being (musculoskeletal pain, headaches, and eye strain) and attitudes toward remote work (preferences and willingness to continue working remotely in the future). Structural Equation Modelling (SEM) will be used to estimate the relationships between these variables.

**Results:** Programming is currently ongoing. Data collection is scheduled for early December. In line with previous research, we expect that most remote workers will not have adequate working conditions at home. Moreover, we hypothesize that having access to ergonomically adequate and suitable home workspaces will have a moderate negative effect on musculoskeletal pain, headaches, and eye discomfort, as well as a mild positive impact on attitudes toward remote work.

**Conclusion:** This research contributes to the growing literature on remote work by assessing the adequacy of home working conditions in Spain and examining their implications for both physical well-being and attitudes toward remote work. Additionally, by incorporating visual data, the study provides new insights into how individuals have adapted their homes to create ergonomic and supportive workspaces, fostering healthier and more sustainable remote work practices.

## O16

### **Psychosocial Work Experience After Implementing Hybrid Work - A Longitudinal Study**

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**Background:** Hybrid work, referring to the combination of working remotely and working on-site, has become increasingly common since the COVID-19 pandemic. Previous studies have found that hybrid work arrangements may positively affect psychosocial factors such as job satisfaction, work-life balance, and retention. However, hybrid work has also been observed to blur the boundaries between work and private life and increase work-family conflict. There is a need for more understanding of how hybrid work influences the psychosocial work environment from a longitudinal perspective. The study had two aims, firstly to investigate the impact of the transition to hybrid work on the work experience, and secondly to determine how age, sex, managerial position, number of children living at home, work tasks, autonomy, and time spent working at the office, influenced the change in work experience.

**Method:** Longitudinal questionnaire data (n=148) from white collar workers from a medium-sized Swedish municipality were analyzed to explore differences in the Work Experience Measurement Scale (WEMS) over time.

WEMS comprises 32 items and is divided into six dimensions that, in total, reflect a salutogenic perspective on the work experience among respondents. Univariate linear regressions were conducted to determine how the different factors affect the change in work experience during hybrid work.

**Results:** The work experience improved over time, both on a total scale and specifically within the dimensions Supportive Working Conditions (p=0.021), Time Experience (p<0.001), Autonomy (p=0.005), and Leadership (p=0.039). The regression analyses showed that the main factor that influenced the work experience was sex, where women's work experience increased over time (p=0.001) whereas men's work experience did not (p=0.6).

**Conclusion:** This study contributes a longitudinal perspective on hybrid work and its impact on the psychosocial work environment. The results of this study showed that the work experience improved significantly after the transition to hybrid work, and that women improved their work experience more than men. While the findings of this study align with previous research in relation to improvement of, for example, job satisfaction, the study also reveals sex differences

previously not seen in a hybrid work context. Future studies should investigate gender differences and what other organizational factors might be influencing the psychosocial work environment in a hybrid work model.

## O17

### **Teleworking and Its Impact on Health and Well-being: A Systematic Review of Longitudinal Studies Considering the Psychosocial Work Environment (2005–2024)**

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*Background:* Teleworking, initially a marginal practice, expanded dramatically during the COVID-19 pandemic and is now expected to remain a widespread mode of work for a substantial share of the global workforce. Although it offers benefits such as greater autonomy and improved work–life balance, teleworking also poses challenges related to workload, social isolation, and blurred boundaries between professional and personal life, factors that are themselves shaped by the psychosocial work environment. These contrasting effects raise questions about whether teleworking promotes or undermines workers' health, highlighting the need for a systematic examination of its impacts in the context of psychosocial factors. This systematic review aims to provide structured conceptual and methodological recommendations for investigating the influence of teleworking on health, with particular attention to the psychosocial work environment. Specifically, it addresses two main research questions: (1) What is the impact of teleworking on health (physical and psychological) when the psychosocial work environment is considered? and (2) How do longitudinal studies model this contribution through direct, moderating, and mediating effects?

*Method:* A search of electronic databases and bibliographies was conducted for the period 2005–2024 to identify longitudinal studies in OECD countries that jointly examine the effects of teleworking on workers' health (physical and/or psychological) and the psychosocial work environment. The characteristics of the final sample of studies (n = 20) were synthesized, followed by a quality assessment using the National Heart, Lung, and Blood Institute (NHLBI) Quality Assessment Tool to evaluate their conceptual and methodological rigor.

*Results:* The 20 reviewed studies (2017–2024) were all rated fair or good in methodological quality. Teleworking is not a uniform experience; its effects vary according to job type, psychosocial work environment, and employee characteristics. Many studies examined its moderating role on psychosocial work factors and individual characteristics. Overall, teleworking can increase psychological distress, exhaustion, and anxiety—particularly under high psychosocial risk or mandatory arrangements—while also providing protective effects, emphasizing the importance of contextual and individual factors.

*Conclusion:* Several aspects remain underexplored in longitudinal studies examining the effects of teleworking on health in the context of the psychosocial work environment. In particular, physical health outcomes have been rarely, if at all, investigated. A broader range of psychosocial work environment factors should be considered, and no study has yet examined differences across pre-, during-, and post-pandemic periods. Further investigation is therefore required to guide research, workplace interventions, and policy development in promoting employee health.

O18

## **Caravans of Conditional Resources as Predictors of Personal Resources: A COR Theory Perspective on Disabled and/or Neurodivergent Remote Workers**

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*Background:* The United Kingdom Office for National Statistics (ONS, 2022) states that 1 in 5 of the working-age population is disabled (with neurodivergent people and those with both mental and physical impairments included in this categorization). Yet, the employment gap between disabled and non-disabled people continues to be significant. In the European Union, only 51.3% of people with disabilities are employed compared to 75.6% of people without disabilities (European Disability Forum, 2023). Following the pandemic, it has been widely argued that offering remote and hybrid work can help address this disability employment gap (Holland, 2021). Previous research has elaborated on how conditional resources shape worker productivity, well-being, and engagement in remote environments (e.g., Adisa et al., 2023; Carlson et al., 2024). Remote workers' home set-ups can operate as conditional resources if they provide a conducive, distraction-free environment, are well equipped, and help workers fulfil their goals more effectively (Franken et al., 2021). This study anticipated that such resources—organized in clusters or 'resource caravans' as per Conservation of Resources (COR) theory (Hobfoll et al., 2018)—may be pivotal in helping disabled and/or neurodivergent workers build and sustain personal resources needed to thrive at work. Considering that this group often expends greater personal resources (e.g., energy, communication skills) to navigate an ableist-centric working world, it may be especially important that organizations provide supportive caravans of conditional resources to enhance remote working experiences. Hence, this study aimed to further understand and assess the extent to which the specific needs of disabled and/or neurodivergent remote workers are supported through conditional resources that facilitate the sustenance of personal resources and contribute to more conducive remote working environments.

*Method:* Employing a quantitative design, we surveyed 620 disabled and/or neurodivergent remote workers across various UK organizations and sectors. Data were analyzed using multilevel regression analyses.

*Results:* Multilevel regression analyses indicated that three key conditional resource needs—being able to Control the Sensory Environment, Manage Conditions, and Present Authentic Self-expressions—significantly predicted the sustenance of personal resources when configured in different combinations (referred to as resource 'caravans'). These caravans supported fulfilment of key resource needs such as self-efficacy when working remotely (as conceptualized by Tramontano et al., 2021), including e-skills, trust building, self-care, remote social skills, and remote emotional self-efficacy beliefs. These conditional resource needs emerged as specifically important for this group of workers and were likely to be met through remote and hybrid working arrangements.

*Conclusion:* This study highlights the importance of organizations making provision for caravans of conditional resources to enable flourishing in relation to the key needs of disabled and/or neurodivergent workers and to promote inclusive and fair remote working for all. With supportive conditional resources in place, disabled and/or neurodivergent workers may be able to spend fewer personal resources trying to 'fit in' with inappropriate work settings, systems, and cultures. This greater alignment between needs and work environments may consequently enable these workers to build or conserve personal resources—such as self-efficacy when working remotely—and to better fulfil their working goals.

O19

## **Shared Responsibility in Work Participation: The Role of Executives and HR/OH Professionals in the Dutch Government**

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*Background:* Work participation within the Dutch Government should be full-fledged and inclusive, yet this is not always achieved, particularly for employees with health issues. Ensuring meaningful work requires the motivation and capabilities of employees and the active involvement of executives and HR/OH professionals as contextual actors. To identify bottlenecks and opportunities, a collaborative project was initiated by government unions, 'the League,' and the HAN University of Applied Sciences. The study aimed to explore factors influencing work participation, the values and goals in work employees seek to realize, and the challenges they encounter in social and physical work contexts. Special attention was given to the shared responsibility of executives and HR/OH professionals in supporting employees.

*Method:* In spring 2025, surveys were conducted among employees, executives, and HR/OH professionals. The Capability Approach (Sen, 1999) provided the theoretical framework, operationalized through the List of Work Capabilities (LWC; Abma et al., 2016). The LWC describes seven central work values: skills, development, decision-making, goals, social contacts, income, and contribution to society. Employees were asked about the importance, opportunities, and realization of these values. For executives and HR/OH professionals, the same values were used, but items were reformulated to capture their role in contextual support. Additional questions addressed experience-based knowledge, work condition and employment relations.

*Results:* Of 667 questionnaires, 597 were completed by employees, 36 by executives, and 34 by HR/OH professionals. Employees rated their work as meaningful, with highest scores for skills, work contacts, and payment. Learning opportunities and involvement in decision-making seemed to be more challenging. Employees with health diversity (55%) reported greater difficulties and friction on all topics compared to colleagues without health issues. Social support from peers was perceived as high, but support from executives and the wider network was perceived as weaker. Executives showed strong motivation and realization in supporting values related to development, work contacts, and meaningfulness. They used experience-based knowledge of health issues and valued social support and accessibility. Their proximity to the workplace positioned them as crucial context factors, though limited by time pressure and organizational rules. HR/OH professionals reported more friction and fewer possibilities for realization. Their influence was perceived as small, often advisory and mediated through executives, with limited impact on physical context and employee development.

*Conclusion:* Work participation in the Dutch Government is a matter of shared responsibility. Employees bring values and goals, executives support these directly in practice, and HR/OH professionals contribute from a more distant, policy-oriented role. For employees with health diversity, this shared responsibility is critical, as they depend more on supportive working conditions and employment relations. Future research and policy should address employees' perceived work values and strengthen the joint role of executives and HR/OH professionals as context factors. In the next phase, executives will be trained in value-based dialogues with employees, evaluated with active involvement of staff with and without health diversity, to ensure sustainable embedding of inclusive and meaningful work practices.

O20

## Helping Employees With ADHD to Thrive: How Organizations Can Build a Neuroinclusive Workplace

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*Background:* Attention-deficit/hyperactivity disorder (ADHD) is a neurodevelopmental condition clinically defined by symptoms such as inattention, hyperactivity, and impulsivity that affects upwards of 4.4-7.5% of the population worldwide. Individuals with ADHD often face workplace challenges that are frequently misinterpreted as personal shortcomings rather than neurological differences, contributing to stigma and career instability. At the same time, many adults with ADHD demonstrate strengths like creativity and innovative problem-solving. Thus, the need to understand how organizations can support and empower adults with ADHD has never been stronger.

*Method:* Data was collected via in-depth, semi-structured interviews with 30 full-time employees living in Canada and diagnosed with ADHD. Participants were primarily female ( $n = 23$ ), with 5 identifying as male and 2 as non-binary. The average age was 35.5 years, and job tenure was 3.8 years. Interviews lasted between 45 and 118 minutes ( $M = 85$  minutes). Adopting an inductive, grounded theory approach, and moving iteratively between data collection and analysis, several relevant themes emerged.

*Results:* Themes include the 'superpower' narrative, stigma, neurodivergent labour, masking, work-life spillover, organizational culture and support, and neuroinclusive leadership. Interviewees describe how they often feel pressure to accept ADHD as a 'superpower.' Rather than promote sincere self-acceptance, this narrative pushes those with ADHD to assimilate to succeed in a neurotypical world. This, along with fear of stigmatization, fuels unhealthy coping mechanisms which contribute to what we call *neurodivergent labour*: the extra cognitive and emotional effort that neurodiverse employees must expend to function in workplaces designed around neurotypical norms. Neurodivergent labour includes managing frequent disruptions that break focus and workflow, continually maintaining personal organization systems, adapting information processing strategies, and masking. *Masking* involves putting effort into 'being someone else,' forcing employees with ADHD to adopt identities at work that differ significantly from who they are at home. As a consequence, the extra effort of neurodivergent labour can spill over into employees' personal lives, negatively affecting relationships at home, social well-being, and their capacity for self-care. Recognizing these hidden costs helps explain how employees living with ADHD can appear well-adjusted and high performing on the surface, while simultaneously struggling both at work and home. To navigate ADHD in the workplace, employees rely on highly personalized strategies to function within systems, spaces, and expectations built around neurotypical norms. Across interviews, employees identified several ways to build more neuroinclusive workplaces, including increasing education and awareness – such as through sharing lived experiences – and removing barriers to accessing support. They also highlighted neuroinclusive leadership, which involves practices that reduce everyday obstacles for employees with ADHD, such as showing empathy, curiosity, openness, and flexibility, offering appropriate accommodations, and fostering a psychologically safe work environment.

*Conclusion:* Employees with ADHD face challenges in their workplaces that are unique. Namely, the strategies they adopt to function well in neurotypical spaces deplete their personal resources, negatively impacting their well-being. Our findings highlight how building neuroinclusive organizations means creating organizations that take this extra cognitive and emotional load off of employees with ADHD: *adapting to employees* rather than forcing *employees to adapt*.

O21

## **Enactive Approaches to Neurodiversity: Insights from Autism Care for Sustainable Mental Health at Work**

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*Background:* Mental health challenges are increasingly understood as arising not only from individual vulnerabilities but from mismatches between people and their environments. For autistic individuals, this perspective highlights the importance of contextual support: difficulties emerge in situations where ecological, relational, or systemic barriers hinder functioning. Autopoietic enactivism, a perspective within cognitive science that views cognition as embodied, affective, and relational, provides a framework for rethinking care and professional practice. It emphasizes how meaning and regulation emerge through interaction with environments and others, offering insights into sustainable approaches to mental health. While promising, enactivism has been scarcely applied in autism care, and systematic knowledge of its practical manifestations is limited. Because of this gap, we first conducted a scoping review of enactivist approaches in autism (health) care to examine how such principles are already embedded in practice. From these findings, we can carefully extract insights that may also be relevant for professional education and workplace (mental health) care.

*Method:* A scoping review was conducted following PRISMA ScR guidelines. Six scientific databases were systematically searched for publications explicitly or implicitly aligned with enactivist principles in autism care. From 2,218 identified records, 49 studies were included. The analysis examined three dimensions: situated context (physical and social environments), relational context (interaction between client and caregiver), and systemic context (institutional and normative frameworks).

*Results:* The findings show that enactivist principles are present across diverse practices. In situated contexts, interventions are embedded in everyday ecologies such as home, school, and workplace, with attention to sensory adapted spaces and the use of objects or animals as mediators of interaction. Relational contexts highlight shared meaning making through language, rhythmic synchrony, and recognition of motor signals, fostering attunement between client and caregiver. Systemic contexts reveal professional frameworks that enable responsive and equitable care, including imaginative practices that provide access to clients' lived experiences. Across all dimensions, the concept of affordances—environmental elements that offer opportunities for action—emerges as central. Affordances function as bridges between individuals and their environments, supporting sustainable interaction and mental health.

*Conclusion:* This review demonstrates that autopoietic enactivism is both a theoretical and practical approach that enriches autism care and offers valuable insights for occupational health psychology. Although the evidence base comes primarily from autism (health) care contexts, the underlying principles – ecological sensitivity, relational attunement, and systemic responsiveness – may be thoughtfully adapted to workplace and educational settings. For occupational health professionals—including vocational experts, workplace coaches, occupational physicians, insurance doctors, and managers—this perspective means shifting attention from individual deficits to the conditions that enable participation, inclusion, and resilience. It encourages the identification of environmental affordances that promote meaningful engagement, the design of preventive interventions that reduce stressors, and the cultivation of organizational cultures that foster equity and collaboration. For education and training, enactivism implies moving beyond abstract knowledge toward cultivating skills in

recognizing and engaging with contextual cues. Such preparation equips professionals to design interventions that are ecologically grounded, socially inclusive, and future oriented. Enactivism may thus provide a pathway for translating research into practice, enabling workplaces to actively support neurodiversity and mental health, and fostering sustainable well-being at work.

## O22

### **Emotional Labour and Work Ability in an Ageing Workforce: New Insights from Two Repeated-Measures Studies**

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*Background:* Against the backdrop of demographic change and an increasingly severe shortage of skilled workers, maintaining and strengthening employees' work ability has become a crucial priority for organizations. This is particularly relevant in occupations characterised by intensive interaction work, where emotional demands form a central part of everyday tasks. Such demands can undermine employees' perceived work ability in the long term. Building on the Job Demands–Resources (JD-R) model, this ongoing research project examines how emotional demands shape work ability and identifies psychological mechanisms that explain this relationship.

*Method:* Two online studies, each including two measurement waves, were conducted with employed individuals in the DACH region (Germany, Austria, Switzerland). The first study focuses on the mediating role of emotional exhaustion in the relationship between emotional dissonance and perceived work ability. The second study expands this approach by differentiating between emotional and social components of work ability. Additionally, the second study assesses individual and organizational protective factors, such as a perceived emotional demands-abilities fit and social support, that may buffer negative effects of emotional demands and help maintain work ability across the lifespan. By employing a repeated-measures design, both studies allow for a more precise understanding of temporal dynamics and changes over time.

*Results:* Preliminary findings indicate a significant mediation effect: emotional dissonance predicts reduced work ability through increased emotional exhaustion. These results highlight the central role of emotional strain in explaining why employees may perceive themselves as less capable of coping with work demands.

*Conclusion:* This research provides fresh evidence on the role of emotional demands in shaping work ability. The findings emphasize the relevance of emotional dissonance for employees' mental health and work ability. Organizations and leaders should therefore develop targeted strategies to reduce emotional strain and strengthen protective resources. The more nuanced consideration of emotional and social work ability, combined with the analysis of buffering factors, offers new avenues for workplace interventions and job design. Longer-term longitudinal studies are needed to determine the sustained impact of emotional demands on work ability. Potential methodological issues, such as social desirability or self-report bias, may also influence the results and should be addressed in future research.

**O23**

**Beyond Campaigns: ISO 45003 as an Organizational Intervention for Psychosocial Risk**

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*Background:* Psychosocial risks in UK higher education (HE) are widely reported and include high workloads and pace, role ambiguity/conflict, weak change management, bullying/incivility, limited managerial support and job insecurity. Post-COVID developments have intensified hazards such as technostress, boundary erosion in hybrid roles, surveillance/performance anxiety, staffing shortages and vicarious exposure to distressing student cases. These hazards threaten mental health and well-being and may contribute to psychosocial risks, stress, distress and injury. ISO 45003, the international guidance for managing psychosocial risks within an occupational health and safety management system offers a route from campaign-led activity to risk-based prevention of psychosocial risks. Yet, sector implementation appears low. This study examines the current state of awareness and adoption of ISO 45003 across UK HEIs, related barriers and enablers. It also identifies prevalent psychosocial hazards and organizational conditions associated with more systematic psychosocial risk management in UK HEIs.

*Method:* A qualitative design was used, guided by the Consolidated Framework for Implementation Research (CFIR). Data comprised: (a) semi-structured interviews with HR, Health & Safety and Well-being leads across multiple UK HEIs (n=20); (b) analysis of staff-facing policies (e.g., on stress/well-being, dignity at work, change management); and (c) semi-structured interviews with selected sector stakeholders (e.g., unions, Health and Safety Executive (HSE), Universities Safety and Health Association (USHA)). Inductive thematic analysis was combined with deductive CFIR coding to specify hazard categories, contextual determinants, current organizational responses and the extent of ISO 45003 awareness and implementation, including barriers and enablers. A subsequent phase to learn from current implementers in other sectors is planned and in progress.

*Results:* Across institutions, recurrent hazards included excessive workload/pace, role conflict/ambiguity, weak change processes, bullying/incivility, limited managerial capability and perceived job insecurity. Post-COVID hazards prominently featured technostress, blurred boundaries linked to hybrid work, surveillance-related anxiety, resourcing constraints and vicarious trauma from complex student cases. Awareness of ISO 45003 was generally low; practices skewed toward campaigns and individual-level supports and coping strategies such as resilience training, rather than risk-based assessment and controls. Common barriers included fragmented accountability between Human Resources and Health and Safety, limited competence in psychosocial risk assessment, competing priorities, leadership issues and uncertainty about measuring impact. Where more systematic practice was emerging, enabling conditions included visible and values-driven leadership, integrated HR–H&S governance with named owners, participatory risk assessment.

*Conclusion:* UK HE staff face a broadened psychosocial hazard landscape. Current responses remain uneven, with low awareness and limited adoption of ISO 45003. Findings indicate the value of shifting from campaign-led initiatives to organizational, risk-based prevention anchored in ISO 45003 clarifying governance, building competence in psychosocial risk assessment, engaging staff in participatory processes, and instituting routine surveillance and review. These insights support EAOHP themes on the psychosocial work environment, organizational interventions and the policy/societal context of psychosocial risk management in complex knowledge organizations.

O24

## **Towards a Healthy and Sustainable Practice of Law in Canada: Policy and Practice Changes Driven by a National Research Partnership Mobilizing Key Stakeholders in the Canadian Legal Community**

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*Background:* Legal professionals rank among the occupations most at risk for psychological distress, depressive symptoms, and burnout. Reflecting both the urgency of the issue and the concerns it raises, several professional legal associations and law societies in Canada and internationally have, in recent years, established working groups on member mental health. These initiatives are grounded in the recognition that promoting professional well-being is a prerequisite for upholding their public protection mandates. This presentation illustrates how a two-phase national diagnostic project (2019–2024), supported by a partnership with key stakeholders across the Canadian legal sector and a national steering committee, initiated a cultural shift within the profession through a multidimensional approach to understanding mental health among legal professionals.

*Method:* Supported throughout by a governance structure and formal communication mechanisms bringing together all key stakeholders in the Canadian legal community and the research team, the project employed a mixed-methods design. In total, 7,305 legal professionals across Canada participated in Phase I by completing a validated online survey comprising more than 400 questions covering over 50 constructs. Findings from this phase provided a national overview of the issues and informed an initial series of recommendations. In Phase II, 78 semi-structured interviews were conducted using a framework adapted to provincial contexts, drawing on the Current Reality Tree approach to structure causal reasoning and support the development of targeted recommendations aligned with the priorities identified in each province and territory. The combination of quantitative analyses (descriptive and SEM) and qualitative analyses (thematic analysis) enabled the development of robust, data-driven conclusions grounded in current legal practice.

*Results:* Following Phase I, an initial national report presenting key findings aligned with the project's multidimensional framework was disseminated across the country through various knowledge mobilization strategies. Thirty-five actions, embedded within ten overarching recommendations, were proposed in a stakeholder-specific strategy aimed at initiating cultural change within the profession. In Phase II, contextualizing the research findings through the interviews resulted in a customized report for each law society in Canada, which included the development of three targeted recommendations based on: (1) the results arising from the priority themes analyzed; (2) the solutions proposed by participants during the interviews; (3) initiatives already underway within the different jurisdictions; (4) the extent to which Phase I recommendations had been implemented in relation to these initiatives. By the end of Phase I, 121 initiatives (policy and practice initiatives) (e.g., changes to mandatory training policies, creation of key prevention-focused positions within certain legal organizations) aligned with at least one targeted recommendation from Phase I (Cadieux et al., 2022) had already been identified across Canada.

*Conclusion:* In addition to producing significant advances in knowledge and supporting the development of state-of-the-art measurement tools aligned with psychosocial risks in the legal profession, this national-scale research initiative has had a significant and lasting impact on the Canadian legal community. Through this exemplary partnership-based approach, which brings together complementary areas of expertise, the project provides a scalable, evidence-based model for advancing mental health policies and practices in high-risk professions.

O25

## **Evolution of Psychosocial Hazards and Mental Health Indicators in the Chilean Working Population Between 2017 and 2022**

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*Background:* The international community has made several calls for action during the last decades for countries to develop national programmes and policies that mobilise organizations to prevent psychosocial hazards in order to protect and promote employee mental health (OECD, 2022; UN, 2024; WHO, 2022b). However, currently there is a global scarcity of nations that have introduced such initiatives (Potter et al., 2024). Furthermore, only a few studies worldwide have examined the effects of national regulations related to psychosocial hazards on employees' mental health (e.g. Jain et al., 2022; Leka et al., 2023). Therefore, this research aims to analyze the implications of introducing national regulations to protect mental health at work by examining the association between psychosocial hazards and mental health indicators in Chile.

*Method:* Data consists of 649,420 questionnaires answered between 2017 and 2022 in the context of a mandatory psychosocial hazards assessment and nationally collected through an online platform of the Chilean Superintendency of Social Security. This questionnaire involves the implementation of a 142-question instrument that includes a demographic section, along with the 'SUSESO/ISTAS 21 questionnaire' (Alvarado et al., 2012) to assess enterprises' psychosocial factors, and the 'General and Mental Health and Vitality' (Ware, 2000) and the 'Stress' (Setterlind & Larsson, 1995) scales to assess employee health and well-being.

*Results:* Currently, data is being statistically analyzed with the open-source software R, version 4.4.2. Moreover, compound indicators of psychosocial factors and mental health are being developed per industry and year of assessment (Nardo et al., 2005) to assess the longitudinal relationship between these indicators with other variables of interest (e.g., gender, industry, region, salary and occupational injuries and diseases) through mixed effect regressions (Hajjem et al., 2017). Therefore, results will be available in advance of the conference date.

*Conclusion:* This study will provide further evidence on the development of regulatory policy in the field of psychosocial risk management and its impact on protecting and promoting mental health at work. Additionally, it will develop recommendations and learnings to promote employee mental health worldwide by comparing the results of this research with those obtained in previous studies.

O26

## **Development and Implementation of a Psychosocial Risk Detection Kit to Support Labour Inspection Practices in Switzerland**

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*Background:* Enforcement of occupational health and safety (OHS) legislation in Switzerland is carried out by labour inspectors, who are responsible for monitoring various aspects of workplace health and safety. However, psychosocial risks (PSR) remain a particularly challenging area due to their multifactorial nature and their strong link to work organization. Traditionally, inspections have focused mainly on procedural and individual aspects rather than on work organization, which is central to managing psychosocial risks at work. Recognising this gap, the State Secretariat for Economic Affairs (SECO) initiated the development of a new PSR

Detection Kit in collaboration with the University of Applied Sciences and Arts Northwestern Switzerland (FHNW) and labour inspectors.

*Method:* The PSR Detection Kit was developed through a participatory, iterative process combining scientific knowledge and field-based insights. Labour inspectors were actively involved in defining needs, testing preliminary versions, and refining the tools. The Kit comprises several complementary instruments designed to cover all stages of an inspection. Before the inspection, inspectors can send a pre-checklist to obtain an overview of the company's PSR prevention system. During the inspection, a detection tool helps identify psychosocial risk factors. After the inspection, an information brochure is available to support the company's follow-up efforts. The design builds upon the categorisation proposed by Golac et al. (2009) and follows a modular approach to ensure flexibility across diverse sectors, company sizes, and linguistic regions.

*Results:* The initial version of the Kit included only the PSR detection tool. Following a pilot phase conducted in several Swiss regions, a pre-checklist was added to strengthen the preparatory phase of inspections. A qualitative evaluation of the Kit's usability and relevance was carried out through feedback collected from participating inspectors. Results highlight the Kit's strengths in fostering structured dialogue between inspectors and company representatives, enhancing the visibility of organizational factors, and promoting a more consistent approach to PSR prevention. Reported challenges primarily concern time constraints during inspections and the perceived complexity of using the tool in small enterprises.

*Conclusion:* The PSR Detection Kit provides a structured and practice-oriented approach to identifying psychosocial risks in workplace inspections. By bridging scientific knowledge and enforcement practice, it supports a more comprehensive understanding of work organization to promote healthier and more sustainable work environments. The co-construction process contributed to a shared vision of PSR prevention.

## O27

### **Advances in Regulating Algorithmic Management: European and Global Perspectives**

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*Background:* In this contribution, we reflect on the rapidly evolving deployment of Algorithmic Management (AM) in workplaces that clearly may raise efficiency of work but also need to be designed as to guarantee safety and health for workers (e.g. Cefaliello, Moore, Donoghue 2023), from a regulatory perspective. When AM was first defined as "software algorithms that assume managerial functions" (Lee, Kusbit, Metsky, Dabbish 2015), the focus was on its usage as a management tool to achieve more efficiency of work processes by algorithmically allocating, monitoring and evaluating work. In the European Union (EU), the need for regulation was only recognized when platform work was steadily growing and concerns were raised regarding the protection of workers against work intensification and unpredictability of working conditions, up to surveillance. At global level, there is an ongoing debate in the International Labour Organization (ILO) on whether algorithmic management systems should be regulated in the context of decent work, focusing on workers' rights (Bhattacharjee, Shivamukar 2025).

*Method:* Based on a narrative review of key policy documents and scientific studies, we reconstruct the political and regulatory discourse in the EU and in the ILO on a) whether and b)

how to regulate algorithmic management systems to conclude c) whether the evolving regulatory framework can keep pace with the challenges the rapid spread of AM practices poses with regard to occupational safety and health of workers.

*Results:* Our review demonstrated significant progress in the regulation of platform-related AM practices in the EU, where the regulatory discourse resulted in intense negotiations and finally in the adoption of the EU directive on improving working conditions in platform work in 10/2024. With regard to occupational safety and health, the directive provides that platforms shall evaluate the risks resulting from automated decision-making systems, explicitly including psychosocial risks. Moreover, as AM practices are spreading widely across the economy beyond platform work, there are initiatives by Labour Unions and social politicians in the EU on whether there should be a specific EU Directive addressing both workers (i.e. employees) and solo self-employed persons. At global level, the debate in the ILO among stakeholders (Governments, the Employers' group and the Workers' group) is still ongoing and basically focusses on whether algorithmic governance/algorithmic management as such is a part of labour regulation or whether it merely belongs to competition law.

*Conclusion:* While the European Union can be seen as a forerunner in regulating and balancing AM in respect to workers' health, the OSH Framework still lags behinds managerial practices, as it does not address AI-driven surveillance or pace-setting. Considering the spread of AM in workplaces, the discourse on AM must move beyond platform work. Given stakeholder commitment and political support, scientific evidence can be relevant in shaping a humane design of AM, above and beyond political and economic considerations that still shape the practice of AM in workplaces.

## O28

### **Psychosocial Risk Management (PSRM) from Theory to Practice: A Case Study in a Global Humanitarian Organization**

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*Background:* Psychosocial risks in the workplace are increasingly recognised as critical determinants of staff well-being, organizational resilience, and operational effectiveness. Humanitarian organizations operate in high-stress environments where exposure to psychosocial hazards is amplified by complex contexts, resource constraints, and security challenges. Psychosocial Risk Management (PSRM) provides a structured framework for identifying, assessing, and mitigating these risks. While PSRM theory is well established, its practical application in global humanitarian settings remains underexplored. This presentation examines the experience of a global humanitarian organization in designing and implementing a PSRM approach that is both evidence-based and operationally feasible. The goal was to create a system that empowers staff and leadership to act on psychosocial risks using modern technology and data-driven insights.

*Method:* The organization employed validated psychosocial risk assessment instruments combined with predictive modelling and machine learning techniques. Data were visualised through interactive dashboards that display a psychosocial risk index, estimates of ten psychosocial risk factors, and their projected impact on general health, mental health, and organizational outcomes. Dashboards enable global overviews and granular analysis for groups of at least ten respondents, ensuring confidentiality while allowing targeted interventions. Self-reported data were integrated with organizational indicators such as sickness absence to strengthen predictive accuracy. Action groups established at the local level played a key role in interpreting results and facilitating focus group discussions where

mitigating measures were agreed upon for implementation. To support these groups, the organization plans to establish a community of practice to enable knowledge sharing, troubleshooting, and peer learning. Integrating PSRM with Enterprise Risk Management processes provided structural legitimacy and encouraged operations to adopt two-year PSRM cycles.

*Results:* Embedding PSRM within the Annual Risk Review process provided structural relevance and facilitated systematic quality control of operational risk registries. Although inclusion of psychosocial risks was not mandatory, this approach identified operations where PSRM can add significant value. The initiative demonstrated that PSRM can serve as both a risk management tool and an engagement mechanism, fostering ownership at local levels and a system-view at the global level. Key success factors included leadership commitment, workforce trust, and active participation in implementing mitigation measures. Expected challenges include maintaining the engagement at the local level and resource limitations.

*Conclusion:* This case study illustrates how PSRM can be operationalised to create a psychosocial work environment where staff thrive. It highlights opportunities for scaling the approach and addressing systemic issues at regional and global levels. Lessons learned offer a replicable model for organizations operating in high-stress contexts, emphasising the importance of technology, leadership engagement, and continuous monitoring.

## O29

### **Strengthening Team Resilience: A Longitudinal Evaluation of a Multi-Component Team Intervention**

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*Background:* Organizations are increasingly confronted with complex, dynamic, and stressful working conditions. In this context, team resilience, the ability of teams to cope with adversity and emerge stronger from it, is becoming increasingly important. Team resilience is understood as the collective ability to cope with unexpected, stressful, or disruptive events without losing performance or cohesion (Alliger, Cerasoli, Tannenbaum, & Vessey, 2015). Team resilience is understood as a construct consisting of three components: team resilience capacity, team resilience mechanisms, and team resilience demonstration (Fisher, LeNoble, & Vanhove, 2023). Despite considerable progress in the study of individual resilience interventions, evidence-based approaches for systematically strengthening team resilience are still rare (Hartwig, Clarke, Johnson, & Willis, 2020). This project examines the effectiveness and acceptance of a newly developed, modular intervention framework for systematically strengthening team resilience capacity and its effects on team resilience demonstration.

*Method:* The study follows a longitudinal pre-post design with a follow-up survey. Around 80 teams from various organizations participated in a multi-part team intervention based on the intervention framework for strengthening team resilience (Baumgartner, Waldner, & Krause, 2025). The intervention begins with an assessment workshop (factor check) in which team members jointly reflect on the initial situation and prioritize three out of nine factors that operationalize team resilience. This is followed by three in-depth workshops, each scheduled about a month apart, in which the selected factors are specifically addressed. The entire process lasts four to six months and is facilitated by team internal or external moderators. The evaluation measures changes in team resilience capacity, operationalized across nine factors (shared goals, role clarity, clarity about decisions, team communication, mutual support, conflict management, team reflection, continuous learning, team flexibility). In addition, perceived adversities and indicators of team resilience demonstration (team productivity, psychological safety, and mental health) are collected.

*Results:* Data collection will be completed in February 2026. The analyses will be carried out in March and April 2026. The results will be presented at the conference.

*Conclusion:* The project empirically tests a new, theory-driven, and practical intervention framework that aims to strengthen team resilience in the long term. The study thus contributes to the validation of the intervention framework and to the scientific foundation of interventions in the field of team resilience. At the same time, it provides valuable insights for organizations on how to design team processes in a way that promotes psychological safety, shared learning processes, and collective adaptability in the long term.

### **O30**

#### **Leading Yourself to Better Work: The Impact of a Self-Leadership Intervention on Flow at Work and Job Performance**

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*Background:* The reported research examines the impact of a self-leadership intervention grounded in the Job Demands–Resources theory and the self-determination model of flow. Self-leadership is an individual, proactive strategy that utilizes behaviour-focused strategies, natural reward strategies, and constructive thought patterns to help employees satisfy their basic psychological needs, experience flow at work, and ultimately enhance their performance.

*Method:* This paper includes two studies. Study 1 explored the feasibility of the intervention. It included 42 participants and used a single-group design with pre- and post-test measures (T1 and T2). Participants took part in a three-week self-leadership intervention consisting of three 1.5-hour sessions, each focusing on a specific self-leadership dimension through theoretical instruction and practical activities, with additional take-home assignments. Study 2 tested the efficacy of the intervention using an experimental design. A total of 129 participants were included, assigned to an experimental group (n = 60) and a control group (n = 69). Data were collected at pre-test (T1), post-test (T2), and one-month follow-up (T3). The experimental group participated in the same three-week self-leadership intervention as in Study 1, while the control group did not receive any intervention.

*Results:* Study 1 demonstrated the feasibility of the intervention and showed positive feedback from participants, providing a foundation for further testing. The results of Study 2 showed that the intervention had a positive and significant impact on the level of self-leadership, flow at work, and job performance, as well as on psychological needs satisfaction, work engagement, and psychological capital. Study 2 further demonstrated that these benefits were sustained one month after the intervention.

*Conclusion:* Overall, the findings highlight the importance of incorporating self-leadership strategies into interventions designed to achieve key organizational outcomes. By developing these strategies, employees take greater responsibility for their well-being at work and gain the flexibility to maintain effective behaviours even as workplace conditions change.

### O31

#### **Difference-Making Conditions for Implementing Organizational-Level Interventions Within Occupational Health and Safety Management in Sweden**

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*Background:* Work-related health problems remain a significant challenge, and organizational-level occupational health interventions (OOHIs) are recommended to improve the adverse working conditions that cause these problems. OOHIs are interventions that aim to change how work is organized, designed, and managed. However, such interventions are seldom integrated in the employer's occupational health and safety management (OHSM). Previous research has focused on identifying factors that promote successful implementation, and/or the effects of OOHIs that have already been initiated. However, more research is needed to understand conditions (i.e., combinations of one or several present or absent factors) that determine whether OOHIs are initiated in the first place. Thus, the aim of this study was to identify difference-making conditions for implementing a high or low proportion of OOHIs within the Swedish welfare sector.

*Method:* Expert assessments from 122 workplaces were collected in a survey exploring the organization and the practices Swedish employers use in their OHSM. The purpose of the survey was to investigate how employers initiate, design, and implement preventive occupational health interventions. Items were related to contextual, structural, processual, and outcome factors. Coincidence analysis (CNA) was used to identify difference-makers conditions. CNA is a configurational comparative, case-based method that uses Boolean algebra, logic, and set theory to identify conditions that uniquely distinguish a group of cases with an outcome of interest present from another group of cases without that outcome. Two models were developed with the purpose of either identifying sufficient and/or necessary conditions for a high (positive model) or low (negative model) proportion of implemented OOHIs.

*Results:* No single condition alone distinguished workplaces with high proportion or low proportions of OOHIs; instead, combinations of two or three conditions were necessary. These conditions related to either the structure of the OHSM system or the OHSM process, covering areas such as access to sufficient resources in terms of time and staffing, employee participation, access to support from human resources and occupational health service, budgetary preconditions, and long-term strategies, but also work routines that enabled the use of employee and operational data, and the assessment of cost-effectiveness. The conditions in the positive model differed from those in the negative model.

*Conclusion:* The difference-makers identified in this study related to organizational capability and capacity. Capability is an organization's collective skills, abilities, and expertise, while capacity refers to resources and conditions necessary to achieve organizational effectiveness. All pathways identified aspects of organizational capability as necessary for implementing a high proportion of OOHIs, either by themselves or in combination with aspects of organizational capacity. Additionally, the study highlighted the importance of work environment economics and the use of operational data. Therefore, one implication is that workplaces should systematically enhance their organizational capability and capacity to integrate OOHIs into the OHSM. This involves introducing supportive structures, establishing efficient work routines, utilizing available data, and fostering collaboration with key stakeholders and external expert resources. Such an integrated approach is essential for attracting and retaining employees within the welfare sector.

O32

### **Shorter Workweek, Healthier Workforce? Lessons From European Pilots: Psychological and Regulatory Perspectives**

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*Background:* The increasing prevalence of burnout, chronic stress, and other mental health challenges in the workplace has highlighted the need for policy-level interventions targeting psychosocial risk management. In recent years, several European countries have launched four-day workweek pilots aimed not only at increasing productivity but also at improving employee well-being. This presentation evaluates these initiatives within the context of existing regulatory frameworks, such as the EU Strategic Framework on Health and Safety at Work 2021–2027, the Framework Directive 89/391/EEC of 12 June 1989 on the introduction of measures to encourage improvements in the safety and health of workers at work, Directive 2003/88/EC of 4 November 2003 concerning certain aspects of the organization of working time, and Regulation 2024/1689 of 13 June 2024 on the establishment of harmonised rules on artificial intelligence.

*Method:* We analyzed four-day workweek pilot programs implemented between 2015 and 2024 in four countries: Iceland, Portugal, Germany, and the United Kingdom. Data sources included evaluation reports, national policy documents, and press commentaries. Key health-related outcomes and performance indicators, where available, were assessed. These initiatives were examined in relation to both national regulatory policies and European regulatory frameworks.

*Results:* The results of the pilot studies indicate, among other findings, increases in job satisfaction and work–life balance, reductions in stress levels and burnout, and the maintenance or even improvement of productivity. Reductions in sickness absence were also observed. Descriptive data showed that organizations continuing the four-day workweek, as well as those hesitant to maintain or implement it, emphasized the importance of combining reduced working hours with process and organizational culture improvements. Among other challenges related to the implementation of this solution were concerns about its scalability in large organizations with diverse operations or services, its applicability to sectors requiring continuous availability, such as retail, industry, or services, and the need to increase staffing levels or incur additional costs associated with adopting a four-day workweek. National-level legislative support was absent in all of the analyzed countries; however, in Iceland, changes in collective agreements allowed for shorter working hours.

*Conclusion:* The four-day workweek shows considerable promise in improving mental health and reducing psychosocial risks in the workplace. Existing pilot programs provide valuable insights into employee well-being, work–life balance, and organizational effectiveness, although generalizability remains limited. Further longitudinal research and standardized indicators are needed to evaluate the effectiveness of these programs across EU member states. Research should investigate: (1) which contextual factors (e.g., organizational culture, type of work, economic sector, work experience, remuneration system) influence outcomes; (2) the long-term consequences for organizations and labour markets; (3) how experiences differ by gender, age, or job position. Special attention should be given to employees with caregiving responsibilities and to women, who are particularly vulnerable. Based on these insights, EU-level guidance for reduced working hours should be developed, aligning national initiatives with EU occupational health and safety regulations to enhance effectiveness and promote equitable outcomes.

### O33

#### **3for1 – Three Ways, One Goal: Effectiveness of the 3for1 Intervention for Psychologically Distressed Unemployed Job Centre Clients after 12 Months**

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*Background:* Unemployment and mental health are closely interrelated and mutually reinforcing. Unemployed individuals are more likely to experience psychological distress, while those with psychological distress are at increased risk of becoming and remaining unemployed. This vicious cycle hinders sustainable vocational reintegration. Job centres, which support vocational reintegration, are currently only partly equipped to address this cycle adequately. “3for1 – Three ways, one goal” is an intervention study designed to support psychologically distressed unemployed job centre clients in breaking this cycle by improving mental health and promoting re-employment. The intervention comprises three components: (i) short-term psychotherapy (i.e., psychological counselling), (ii) job coaching based on the Supported Employment approach, and (iii) peer support. The study is funded by the German Federal Ministry of Labour and Social Affairs.

*Method:* The intervention’s effectiveness is evaluated using a non-randomised study design by comparing a passive control group (i.e., job centre clients receiving treatment as usual; TAU) with a subsequently recruited intervention group (i.e., job centre clients receiving TAU in addition to the intervention). Recruitment was conducted in cooperation with six job centres in Southern Germany. The recruitment target for each group was 250 participants, with a total of 455 individuals enrolled at baseline. Eligibility criteria for study inclusion included being aged between 18 and 60 years, receiving basic income support for a maximum of six months, moderate to severe psychological distress, and motivation to take up regular employment subject to social insurance contributions. Participants in the intervention group could take part in one to three intervention components for up to 12 months, either sequentially or concurrently. The choice and combination of components were participant-driven to enable an individualised, needs-based intervention. Both groups completed questionnaires and structured interviews at identical assessment points (T0 = baseline; T1 = 12 months post-baseline; T2 = 18 months post-baseline). The primary outcome is employment rate 12 months after baseline. Secondary outcomes include changes in mental health indicators, perceived social inclusion, self-stigma related to psychological distress, and job search self-efficacy. Additionally, the intensity and patterns of intervention use were documented.

*Results:* At the time of abstract submission, data collection for T1 has been completed, and analyses will be finalized before the conference. The presentation will report quantitative results regarding the intervention’s effectiveness after 12 months, comparing outcomes between the control and intervention groups. Furthermore, patterns of intervention utilisation will be explored as potential moderators of effectiveness. Based on the results, implications for service provisions to psychologically distressed unemployed job centres clients will be discussed, including challenges of the target group.

*Conclusion:* Re-employment benefits unemployed individuals—particularly in terms of mental health—as well as society at large. Finding effective interventions to support vocational rehabilitation is therefore of high social relevance. When applying such interventions, specific barriers within the target population—such as severe mental health issues, low self-efficacy, and ambivalence toward behavioural change—must be considered.

O34

### Daily Mindfulness and Work Outcomes: A Multilevel Dual-Pathway Model of Affective and Contextual Resource Building

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*Background:* Mindfulness has been increasingly recognized as a valuable psychological resource for employees, linked to enhanced emotional regulation, well-being, and improved work performance (e.g., Shahbaz & Parker, 2022). Defined as a state of attentive awareness of present-moment experience (Brown & Ryan, 2003), mindfulness is conceptualized in organizational research as both a stable individual propensity and a fluctuating, momentary state that varies across days and situations (Jamieson & Tuckey, 2017). Although interest in workplace mindfulness has expanded rapidly (Shahbaz & Parker, 2022), the understanding of how day-to-day fluctuations in mindfulness translate into workplace and cross-domain outcomes remains limited (Forjan et al., 2020). Drawing on the Conservation of Resources theory (Hobfoll, 1989), we propose that daily mindfulness serves as a resource-generating mechanism that gives rise to two forms of daily resources: employees' perceptions that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986), and their daily positive affect. These resources are expected to function as transmission pathways (i.e., contextual and affective) through which mindfulness promotes work-family enrichment and daily job performance. We also examine between-person processes, capturing stable individual differences in mindfulness and resource levels.

*Method:* A five-day diary study was conducted with 120 employees, yielding 600 day-level observations. Before the diary period, participants reported organizational constraints, conceptualized as hindrance job demands, which were included as a between-person control. Each day, participants reported their state mindfulness, positive affect, perceived organizational support, work-family enrichment, and job performance. A multilevel structural equation model simultaneously estimated within-person (daily) and between-person (individual difference) pathways. The direct and indirect effects of mindfulness on the two outcomes, mediated by both mediators, were tested at both levels of analysis.

*Results:* Daily mindfulness significantly predicted higher same-day positive affect and perceived organizational support. Positive affect, in turn, significantly predicted both daily work-family enrichment and daily performance. This produced significant within-person indirect effects from mindfulness to enrichment (estimate = 0.018, SE = 0.009,  $p = .041$ ) and to performance (estimate = 0.052, SE = 0.021,  $p = .012$ ) via positive affect. Perceived organizational support contributed uniquely to daily performance, yielding a significant indirect effect from mindfulness to performance through perceived support (estimate = 0.033, SE = 0.013,  $p = .009$ ), but did not significantly mediate daily enrichment (estimate = 0.009, SE = 0.009, ns). At the between-person level, individuals higher in mindfulness reported higher average positive affect, which predicted both higher enrichment and higher performance. This led to significant between-person indirect effects of mindfulness on performance through positive affect (estimate = 0.323, SE = 0.088,  $p < .001$ ) and a marginal indirect effect on enrichment (estimate = 0.131, SE = 0.070,  $p = .061$ ). Perceived organizational support strongly predicted enrichment between persons but showed weaker associations with mindfulness, resulting in nonsignificant indirect paths.

*Conclusion:* Daily mindfulness initiates two parallel resource-building processes, affective and contextual, that differentially support enrichment and performance across levels of analysis. The findings offer an integrated multilevel framework that explains how fluctuations in mindfulness translate into beneficial consequences for both work functioning and family life.

O35

## Physicians' Experiences of the Process Leading to Their Sick Leave for Exhaustion Disorder in Sweden: A Narrative Design

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*Background:* Sickness absence due to stress-related ill health is rising, particularly in the health care sector. In Sweden, the term exhaustion disorder (ED) is commonly used for more severe burnout complaints that are clinically diagnosed by a medical doctor. ED often results in prolonged sick leave because of extensive residual symptoms that impair individual functioning, persistent symptoms, and a high chance of recurrence. Cognitive impairment can linger long after recovery, affecting work ability. Although many quantitative studies examine risk factors for ED, only a few qualitative studies have explored different aspects of physicians' experiences and perceptions of work stress and burnout manifestations. This study aimed to explore physicians' experiences of the process leading up to their sick leave for ED. A more in-depth understanding of how physicians experience ED is essential for developing knowledge to strengthen the work environment and prevent ED.

*Method:* We used a qualitative design with a narrative approach. Narrative analysis follows a theoretical approach that captures personal and human experiences over time while considering the connection between individual experiences and cultural context. Physicians and nurses on long-term sick leave for ED were identified in a Swedish national insurance database (the AGS database). The insured physicians who submitted a claim report with ICD codes F32, F41, and F43 in 2021 were informed about the study via email and asked if AGS insurance may disclose contact details to the researchers. Twelve physicians from all over Sweden were asked and were willing to be interviewed during the Spring and Autumn of 2022. When analyzing the data, we concentrated on the narrative plot. First, we repeatedly gained a comprehensive impression of the interviews. Significant units were identified and coded in relation to different phases before being diagnosed with ED. Using a narrative approach that focused on content, form, and context in the storyline of the interviews, themes were identified for each phase, and the story was subsequently organized into a chronological structure.

*Results:* The analyses of the physicians' narrative resulted in four themes related to different phases of the process: Theme 1. Strongly motivated to become a physician, Theme 2. Demands delivering best practice, Theme 3. Symptoms of ill health, and Theme 4. Managing symptoms of ED. The narrative analyses showed a holistic understanding of the personal consequences for the physicians and their families, as well as the consequences in working life.

*Conclusion:* The study shows that ED is not an individual failure, but a systemic problem. To protect both physicians and patients, efforts are needed to improve the work environment, ensure a reasonable workload, and provide supervision and support from management. Politicians and leaders at different healthcare levels must take responsibility for strengthening the working environment, which is important for creating long-term and sustainable healthcare services.

### O36

#### **Exploring Burnout Vulnerability: A Qualitative Approach within the HiTOP Framework**

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Burnout emerges from a complex interplay of factors, including both workplace characteristics (e.g., workload) as well as individual characteristics (e.g., coping styles). These individual characteristics can be examined from a transdiagnostic perspective, as underlying mechanisms that may serve protective, maintaining, or risk-enhancing functions. Certain transdiagnostic processes, such as perfectionism and emotion regulation difficulties, may increase personal vulnerability to burnout. However, the role of these transdiagnostic personal factors remains insufficiently explored in scientific research. Moreover, studies that investigate individual characteristics linked to burnout tend to focus on characteristics in isolation, meaning that results are scattered and lack integration. The Hierarchical Taxonomy of Psychopathology (HiTOP) provides a dimensional framework to examine underlying vulnerabilities. This empirically based model incorporates personal traits and symptoms across traditional categorical boundaries. Its dimensions are organized hierarchically, ranging from broad spectra (e.g., internalizing) to specific symptoms and maladaptive traits (e.g., workaholism).

As an emerging model, HiTOP offers a valuable lens to explore burnout from a transdiagnostic perspective and to investigate which dimensions may contribute to its development. A deeper understanding of these processes could facilitate earlier detection of burnout risk profiles and support more personalized prevention strategies. This study aims to identify personal vulnerabilities from the lived experiences of individuals with burnout, and to explore how these factors align with the HiTOP dimensions.

In our qualitative study, we conducted eighty semi-structured in-depth interviews in which participants retrospectively reflected on their burnout trajectories and the contributing factors shaping their personal experience. All interviews were transcribed verbatim, and the thematic analysis is ongoing. First, we started the analysis from a deductive approach, linking emerging themes to established HiTOP dimensions. Next, we applied an inductive strategy to explore additional characteristics that are not captured by the HiTOP framework.

The results will be presented in a thematic map, providing a visual overview of our findings. Together, these outcomes will highlight key vulnerability markers and their potential overlap with HiTOP domains. These insights may contribute to a more nuanced understanding of burnout risk profiles from a transdiagnostic perspective and support the integration of burnout within dimensional models. Future research could quantitatively validate these findings and further investigate how individual vulnerabilities interact with contextual factors, ultimately informing the development of tailored burnout prevention and promoting workplace health.

### O37

#### **A Multilevel Longitudinal Examination of Job Insecurity and Employee Well-Being: Individual and Climate Effects on Burnout, Engagement, and Turnover**

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*Background:* Job insecurity remains a persistent work stressor with well-documented consequences for employee well-being and retention. While research has predominantly examined individual-level quantitative and qualitative job insecurity, far less is known about how shared perceptions within organizations—job insecurity climate—shape employee reactions over time. Addressing this gap is particularly important in emerging economies where institutional volatility, contract reforms, and economic uncertainty heighten workforce insecurity.

In Malaysia, organizational restructuring and increasing non-standard employment highlight the need to understand how both individual and organizational levels of job insecurity jointly predict employees' burnout, work engagement, and turnover intentions. This study integrates the Job Demands–Resources (JD-R) model and Conservation of Resources (COR) theory to examine how job insecurity as a job demand operates across levels and time.

*Method:* Using a three-wave lagged research design (four-month interval), survey data were collected from 538 employees nested within 70 organizations in Selangor, Malaysia. Quantitative and qualitative job insecurity were measured at the individual level, whereas job insecurity climate was operationalised through referent-shift aggregation to capture shared organizational perceptions. Multilevel modelling was conducted to test lagged effects on burnout, work engagement, and turnover intentions, and indirect effects through strain (burnout) and motivation (engagement) pathways. Longitudinal measurement invariance and multilevel CFAs were performed to ensure construct validity across time and levels.

*Results:* Individual-level qualitative job insecurity predicted higher burnout across four months but showed no significant lagged association with work engagement. In contrast, job insecurity climate showed a stronger relationship with declining work engagement, indicating that shared perceptions of future job deterioration undermine motivational resources at the collective level. Both individual and organizational insecurity predicted higher turnover intentions through different mechanisms: burnout mediated the effects of individual insecurity, while lower engagement mediated the effects of climate-level insecurity. Quantitative job insecurity demonstrated weaker and inconsistent lagged effects, suggesting that concerns about job features (qualitative) may be more salient in this context than concerns about job loss.

*Conclusion:* This study demonstrates that job insecurity operates as a multilevel job demand, influencing turnover intentions through distinct strain and motivational mechanisms. By bridging individual and organizational perspectives, the findings highlight the importance of cultivating a secure organizational climate to preserve engagement and reduce employee attrition. In emerging economies such as Malaysia, where organizational restructuring is commonplace, addressing job insecurity at both levels is crucial for sustaining a healthy and committed workforce.

### **O38**

#### **Two Sides of Digitalization: How Organizational Digital Strategy and Collaboration Shape Teacher Engagement through Burnout**

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*Background:* Understanding the implications of digitalization for workers' health has become a priority across occupational settings. In educational contexts, digitalization is continuously transforming teaching practices, requiring both a coordinated organizational digital strategy and the fostering of digital collaboration among teachers and other stakeholders. When properly implemented, these practices, based on the European Commission's SELFIE framework, are expected to facilitate digitalization and enhance teachers' well-being.

Drawing on the Digital Job Demands-Resources model (Scholze & Hecker, 2024), organizational digital strategy and digital collaboration are hypothesized to function as job resources enhancing engagement. Specifically, they are expected to reduce burnout by providing guidance, support, and collaborative opportunities around digital technologies. This study aims to examine burnout as a mediator of the relationships between organizational digital strategy and collaboration, and teacher engagement in schools undergoing digital transformation.

*Method:* Data were collected from 193 teachers across multiple educational centres at two time points (T1 and T2) separated by one academic course. Organizational digital strategy and digital collaboration were measured at T1 using the SELFIE for Schools scales. Burnout and teacher engagement were assessed at both time points to control for baseline levels and stability effects. We employed a half-longitudinal mediation path analysis using maximum likelihood estimation with bootstrap procedures (5,000 iterations) to test the hypothesized mediation model.

*Results:* The model demonstrated an excellent fit to the data ( $\chi^2 = 8.71$ ,  $df = 4$ ,  $p = .069$ ; CFI = .986; TLI = .968; RMSEA = .078; SRMR = .027), explaining 65% of the variance in teacher engagement and 45% in burnout at T2. Results revealed that both organizational digital strategy and digital collaboration operated exclusively through indirect pathways via burnout, displaying contrasting patterns on a full mediation model. Organizational digital strategy at T1 significantly reduced burnout at T2 ( $\beta = -.20$ ,  $p = .007$ ), which in turn increased engagement ( $\beta = -.44$ ,  $p < .001$ ). The indirect effect was significant ( $\beta = .087$ ,  $p = .01$ ), indicating that organizational digital strategy protects teacher engagement by preventing burnout. Conversely, digital collaboration at T1 significantly increased burnout at T2 ( $\beta = .19$ ,  $p = .013$ ), which subsequently led to a decrease in engagement. This negative indirect effect was significant ( $\beta = -.082$ ,  $p = .016$ ), indicating that digital collaboration undermines engagement through heightened burnout.

*Conclusion:* This study reveals paradoxical findings regarding organizational practices for digitalization and teachers' well-being: while organizational digital strategy serves as a protective factor against burnout and promotes engagement, digital collaboration can -inadvertently- increase teacher burnout and diminish engagement, possibly by imposing coordination burdens and intensifying workload through expanded digital requirements and evaluation. These results demonstrate that digital transformation does not uniformly benefit workers' well-being. Implementation strategies determine organizational outcomes, revealing that the "dark side" of digitalization can stem from organizational practices themselves. Organizations must therefore balance collaborative digital initiatives with adequate workload management and support structures to prevent digital collaboration from becoming an additional digital job demand.

### O39

#### **Leadership Climate as a Buffer in the Link between Threats, Problem Drinking, and Subsequent Burnout among Healthcare Workers in Sweden**

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*Background:* Healthcare workers face considerable occupational hazards, including frequent exposure to threats and violence, which have been linked to negative psychological outcomes and maladaptive coping behaviours such as problem drinking. Over time, these coping strategies may heighten vulnerability to burnout. Leadership climate—defined as employees' shared perceptions of supportive, fair, and communicative leadership—has been identified as a key organizational resource that can mitigate these risks. The present study investigates (1) whether leadership climate moderates the association between threats and problem drinking, (2) whether the indirect association between threats and subsequent burnout via problem drinking depends on leadership climate (moderated mediation), and (3) whether these pathways differ across professional groups (physicians, nurses).

*Method:* Data were derived from the Longitudinal Occupational Health Survey in Healthcare Sweden (LOHHCS), collected in 2022 (Time 1) and 2023 (Time 2). The analytic sample comprised 2,450 healthcare workers (40% physicians, 60% nurses). Measures of threats and violence, problem drinking (CAGE questionnaire), leadership climate, and covariates (gender, profession, years of experience) were obtained at Time 1, while burnout (Burnout Assessment Tool-12) was measured at Time 2. To identify predictors of subsequent burnout, participants exhibiting high burnout risk at Time 1 were excluded. Moderated mediation analyses were conducted using PROCESS macro Model 7, controlling for all covariates.

*Results:* In response to aim 1, threats and violence were positively associated with higher problem drinking ( $b = 0.37, p = .002$ ), and this association was moderated by leadership climate ( $b = -0.12, p = .003$ ). Under poor leadership ( $-1\text{ SD} = 2.4$ ), threats and violence were associated with higher problem drinking ( $b = 0.09, p = .011$ ), whereas under moderate ( $M = 3.1$ ) and strong ( $+1\text{ SD} = 3.6$ ) leadership, the association was nonsignificant or directionally weaker. Problem drinking was associated with higher burnout one year later ( $b = 0.08, p < .001$ ). In response to aim 2, the conditional indirect association of threats with burnout via problem drinking was significant only under weak leadership ( $b = 0.007, 95\% \text{ CI } [0.0008, 0.0152]$ ), and the index of moderated mediation was also significant ( $-0.009, 95\% \text{ CI } [-0.0193, -0.0027]$ ). Although the indirect effect was small, it was consistently observed and contingent on leadership climate. When analyzed separately by profession (aim 3), the moderated mediation pattern was supported among nurses (index =  $-0.014, 95\% \text{ CI } [-0.0297, -0.0029]$ ) but not among physicians (index =  $-0.004, 95\% \text{ CI } [-0.0151, 0.0021]$ ), suggesting stronger sensitivity to leadership context among nurses.

*Conclusion:* These findings demonstrate that a supportive leadership climate buffered the harmful consequences of workplace threats and violence on problem drinking and, in turn, reduced the indirect risk of subsequent burnout, particularly among nurses. The results underscore leadership as a central organizational resource for preventing maladaptive coping responses and protecting the mental health of healthcare workers facing frequent workplace aggression.

## O40

### **Burnout Complaints and Patient Safety Errors in Swedish Healthcare Professionals: A Longitudinal Study**

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*Background:* Healthcare professionals routinely face challenging work environments contributing to stress and burnout, which is known to adversely affect self-rated job performance and individual health. However, the impact of burnout on objectively measured patient safety outcomes is less established, particularly across different healthcare professions. This study aimed to examine the relationship between self-rated burnout complaints and objectively measured patient safety errors in Swedish healthcare professionals, with attention to professional differences (physicians, registered nurses, nurse assistants).

*Method:* Data were sourced from the 2023 Longitudinal Occupational Health survey for HealthCare Sweden (LOHHCS), linked to incident counts of specific patient safety errors (ICD-

10-SE codes) from the Swedish national patient register (reported as numbers per hospital). Patient safety errors included: Misadventures to Patients During Surgical and Medical Care (Y60-69); Medical Devices Associated with Adverse Incidents in Diagnostic and Therapeutic Use (Y70-Y82); Sequelae of adverse events in surgical and medical care as an external cause (Y88); & Nosocomial condition. E.g., Hospital-acquired infections (Y95). The cohort included 2,636 practicing healthcare professionals across 62 hospitals. Burnout was measured using the Burnout Assessment Tool (BAT12), and patient safety errors were tracked in 2023 and 2024. Negative binomial regression models with hospital-cluster-robust standard errors assessed (1) the direct association between burnout complaints and patient safety errors, (2) whether burnout moderates the carry-over of errors from 2023 to 2024, and (3) variation by professional group. Analyses adjusted for age, sex, profession, and baseline patient safety errors, along with corrections for multiple testing (Holm and False Discovery Rate [FDR]).

*Results:* No direct association was found between self-rated burnout and increased patient safety errors in the following year after adjusting for covariates and baseline errors (Incidence Rate Ratio [IRR] ~1,  $p > 0.05$ ). However, burnout amplified the persistence of certain error types across years. Notably, for medical device-related errors (Y70-Y82) and sequelae of adverse event errors (Y88), there was a 10% increase per 10 errors among burned-out healthcare professionals compared to non-burned-out ( $p < 0.05$  after correction). Profession-specific effects emerged: among physicians, burnout increased the carry-over effect for medical device-related and sequelae of adverse event errors (IRR per 10 patient safety errors 1.18, 95% CI [1.05-1.32] and 1.08, 95% CI [1.04-1.13], respectively); among nurse assistants, burnout amplified sequelae of adverse event errors (IRR per 10 patient safety errors 1.33, 95% CI [1.19-1.50]). Registered nurses showed no significant moderating effect.

*Conclusion:* While there was no evidence for a direct effect of burnout on the incidence of future patient safety errors, burnout amplified the persistence of certain error types over time, particularly for some professional groups. This suggests that burnout may impair learning and recovery from past mistakes, reinforcing the need for organizational interventions targeting both burnout and systemic patient safety processes. Profession-specific differences highlight the importance of tailored interventions, especially for physicians and nurse assistants. Future research should further explore longitudinal, multi-professional, and system-based approaches to improving patient safety in healthcare settings.

## O41

### Can They Hear the Silent Alarms? A Vignette Experiment on Managerial Responses to Impostor Signals and Overwork

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*Background:* Employees who experience impostor thoughts and feelings often cope through high effort behaviours such as overwork, self-handicapping, and surface acting (Hutchins & Rainbolt, 2017; Ferrari & Thompson, 2006; Tewfik, 2022). These patterns can preserve a competent public image while masking internal distress, making it difficult for managers to recognize when apparently successful employees need support (Gullifor et al., 2024; Kahn, 2019). At the same time, managers bring their own characteristics such as empathic accuracy and personal impostor feelings to these judgments (Ickes, 1993; Fuller, 2023) and may also rely on gendered assumptions about who is likely to feel like an impostor (Clance & Imes, 1978; Muradoglu et al., 2022; Tewfik et al., 2025). This study examines when managers hear these silent psychological alarms and when they are masked or misread.

*Method:* We use a within subject vignette-based policy-capturing design. Managers with current or recent supervisory responsibility first complete standard scales of empathy and impostor feelings, as well as background variables including gender, sector, managerial tenure, and number of direct reports. They then read four short vignettes describing the same gender-neutral employee Alex whose behaviour varies in a 2 x 2 design: impostor cues present versus absent crossed with overwork present versus absent. After each vignette, managers rate overall performance, indicate how necessary managerial intervention is, and select a preferred intervention option for example coaching, workload adjustment, HR referral, or none. In the two vignettes without overwork, we additionally ask managers whether they imagine Alex as a woman or a man, in order to test whether impostor cues alone without long hours signals activate a more female typed mental image. Multilevel regression models will be used to test these predictions.

*Results or Hypotheses:* We expect impostor cues to be associated with lower performance ratings but higher perceived need for intervention. We further anticipate that overwork will function as a masking cue: when overwork is present, the negative link between impostor cues and performance and the positive link with intervention likelihood should both weaken. Managers higher in empathy are expected to show stronger intervention responses to impostor cues, whereas those higher in impostor feelings are expected to give harsher performance ratings and recommend less support. Finally, when overwork is absent, we expect impostor cues to increase the likelihood that managers imagine Alex as a woman, especially among observers who are themselves higher in impostorism and empathy.

*Conclusion or Contributions:* The study clarifies how impostor related signals and overwork jointly shape managerial performance evaluations, support decisions, and gendered attributions. By identifying when and for whom impostor alarms are recognized or missed, the findings will inform leadership training and organizational practices aimed at protecting employee well-being in high performance contexts.

*Status:* By the time of abstract submission, we are waiting for ethical approval by our institution. Data collection is planned to take place before the end of 2025, and we expect to be able to present first results at the conference.

## **O42**

### **A Busload Exit Each Week: Work Ability in Young and Young Adult Workforce, a Multi-Method Study**

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*Background:* Young workers work ability and working life skills are a rising concern in the labour market. The aim of this study was to recognize young workers at risk for disability pension and lowered work ability.

*Method:* We examined the work ability and readiness for work of young people under the age of 35 using a multi-method approach: 1) publicly available disability pension statistics and the decision-making statistics of a private pension insurance company, 2) interviews of supervisors who lead young employees, and 3) a survey targeted at young employees.

*Results:* The statistical analyses in 1 showed that most of the disability pensions for young people are related to mental health disorders, but mental health-based disability pensions have not become more common. Instead, the number of disability pension applications, especially among young people on the edge of or outside the workforce, has increased. The interviews highlighted five key themes: 1) young people as a bold and open generation the division of young people according to work motivation and prerequisites for successful work, 2) young employees' working life skills 3) young employees' expectations for work and leadership, the emphasis on the importance of leisure time 4) supporting young employees' work ability and the employer's educational responsibility. The survey found significant differences between groups with reduced and good or excellent work ability in terms of personal resources, work resources, stress and recovery, and work performance.

*Conclusion:* The study highlights the complex dynamics of young people's work ability and emphasizes the role of employers and society in ensuring and supporting the work ability of young employees. Supporting young people's work ability requires the development and support of personal resources, work readiness, and working conditions. In particular emphasizing clear goals and feedback at work are key to promoting work ability. Based on the results, we present three key development proposals for workplaces: 1) Young employees need good orientation, plenty of feedback, and discussions about work goals. 2) Working life skills include both work skills and general life management. Developing these skills is important, especially at the beginning of a career. Workplaces have an educational responsibility that must not be avoided. 3) Young employees are not a homogeneous group. It is important for workplaces to identify the key challenges for each individual's well-being and target support measures accordingly.

## O43

### **Mental Health Service Pathways: Text Analytics and Clustering for Early Identification in Occupational Health**

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*Background:* Mental health-related sickness absences are a growing challenge for work organizations and occupational healthcare service providers globally. Identifying patterns in service use before the first mental health-related absence can enable preventive interventions and reduce organizational and individual burden. Traditional approaches often rely on structured data, overlooking the rich insights embedded in free-text clinical notes. This study introduces a data-driven approach to analyze textual content from occupational health records to uncover service pathways associated with the incidence of mental health-related sick leave. The aim is to identify and cluster service pathways preceding the first mental health-related absence using text analytics and machine learning techniques. We sought to determine whether distinct patterns in service use were associated with higher incidence of future absences.

*Method:* The study utilized 24 million patient records from 855,000 individuals in a patient register of a Finnish occupational health services company (2016–2023). Textual data were processed by the company using Latent Dirichlet Allocation (LDA) topic modelling, and the resulting 160 topics, of which 12 were mental health related, were further analyzed by the research team. The topics were grouped into seven thematic categories, including management and work community, workday and recovery, work and family, sleep, memory, anxiety, depression. Each patient's service pathway was represented as a distribution of these themes across six tertile-based time windows (January–April, May–August, September–December) during 2020–2021. Individuals with visits (with mental-health related text content) in

at least three of the six tertiles (n=21 000) formed the exploratory sample. Patients were clustered based on the similarity of their pathways' thematic progressions. For each cluster, we calculated the proportion of individuals who experienced their first mental health-related sick leave in 2022. In addition to text-based features, structured data from occupational health records (e.g., visit frequency, professional category, diagnostic codes) are available for integration in subsequent analyses.

*Results:* As a preliminary result 80 clusters were identified, each representing distinct service use patterns. The incidence of first mental health-related sickness absence varied between clusters, ranging from 4.3 % to 15.1%. These findings suggest that thematic composition and temporal progression of service use provide meaningful signals for early identification. However, the majority of individuals did not experience their first mental health-related absence after two years of follow-up. Clusters are currently being regrouped into broader theme-based categories, and analyses are underway to examine how, for example, age, gender or industry sector contribute to the incidence of first mental health-related absence.

*Conclusion:* Our approach demonstrates the potential of combining text analytics and clustering to map complex service pathways. Unlike traditional categorical models, this method captures nuanced patterns in unstructured data and supports theory-driven interpretation through process theory and fluctuation models. For example, manager and work community -related themes in occupational health consultations can support workplace mental health and strengthen organizational well-being. The integration of machine learning with occupational health practice offers a scalable solution for proactive mental health management. Text-based pathway analysis enables early identification of high-incidence patterns and informs targeted interventions.

#### **O44**

### **An Integrated Approach to Occupational Health and Patient Safety: Potential for Dual Benefits in Complex Healthcare Settings**

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*Background:* Healthcare systems face persistent challenges related to staffing shortages, high workloads, and increasing complexity. These challenges affect both healthcare worker (HCW) health and the quality and safety of care. Research has shown that working conditions are important determinants of both HCW health and patient safety outcomes. Despite this, organizational structures often separate occupational health and patient safety practices, limiting opportunities for coordinated and sustainable improvement. Furthermore, the scientific evidence of methods that support integrated practices is still limited, particularly for interventions aiming to align occupational health and patient safety practices within routine clinical work. The Systematic and Integrated Occupational Safety and Health and Patient Safety management systems (SIOHPS) intervention was developed to bridge this gap by integrating routines, dialogues, and local improvement structures to simultaneously strengthen occupational health and patient safety. It includes three core components; 1) education, 2) team debriefing, and 3) audit and feedback, supported by a digital tool. This study addresses the identified gap by examining the effects of SIOHPS on outcomes related to working conditions, HCW health, and selected patient safety indicators.

*Method:* The SIOHPS project is a multidisciplinary complex intervention study guided by the Medical Research Council framework. It is co-produced with researchers from several

disciplinary fields with complementary clinical experiences, together with key stakeholders from healthcare organizations. The study is part of a large-scale intervention trial conducted across multiple units within Swedish healthcare. It was designed as a pragmatic stepped-wedge cluster-controlled trial with three steps. Thirteen units from two Swedish regions transition from control to intervention conditions in sequential steps, with four months between the initiation of each cluster. The first units started the intervention in September 2024. Data are collected at repeated measurement points (baseline, 4 and 8 month) using validated instruments based on a logic model. Data collection - except register data for the primary outcome - will be finalized in February 2026. The analyses will follow the pre-specified statistical analysis plan published in the study protocol. Descriptive statistics will summarise trends over time. Between-group differences will be examined using analytical approaches appropriate for clustered longitudinal data. Analyses will be performed under an intention-to-treat framework, with complementary exploratory comparisons based on adherence where relevant.

*Results:* At the time of the conference, we expect to present preliminary estimates of intervention effects on key secondary outcomes, including changes in working conditions, HCW health, and selected patient safety indicators. Descriptive and comparative results will illustrate variation across units and patterns over time. These analyses will provide insights into whether and how an integrated model such as SIOHPS may contribute to improvements of both HCW and patient safety outcomes.

*Conclusion:* This study will add to the limited evidence on integrated approaches that address occupational health and patient safety jointly. By evaluating an intervention that integrates these practices into routine clinical work using a controlled study design, the study has the potential to inform system-level strategies that support both HCW well-being and the quality and safety of care in complex healthcare settings.

## O45

### **The SUPPORT Framework: An Evidence-Based Model of Organizational Values for Promoting Mental Health at Work**

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*Background:* Organizational values are increasingly recognised as key determinants of employee mental health, yet the specific values required to create psychologically healthy workplaces remain unclear. Although frameworks such as the WHO Healthy Workplaces Model and ISO 45003 emphasise shared values, they provide little guidance on which values should underpin systemic and ethical approaches to mental health. In contrast, safety science has long embedded explicit values into preventive models such as Vision Zero, demonstrating their role in shaping leadership accountability and cultural change. No equivalent model exists for mental health. This study therefore sought to identify, define, and validate core organizational values that support mental health and translate them into actionable implementation principles.

*Method:* A four-phase mixed-method design was undertaken over two years. To identify best-practice organizations, employee survey data were first collected from 35 organizations using the validated four-item Psychosocial Safety Climate (PSC-4) scale. Organizations scoring 12 or above, meeting the *published threshold* for "High PSC", were classified as demonstrating strong psychosocial safety conditions and eligible for case study inclusion. Seventeen organizations met this criterion, forming the best-practice case study sample. Phase 1,

therefore, consisted of 23 semi-structured interviews with leaders ( $n=15$ ) and employees ( $n=8$ ) from these 17 high-PSC organizations across the UK and Republic of Ireland. Phase 2 refined emerging values through member checking with interviewees ( $n=6$ ) and two stakeholder consultations: a wider industry consultation ( $n=54$ ) and a senior business leader focus group ( $n=10$ ). Phase 3 involved targeted literature reviews for each value, linking them to empirical evidence and PSC dimensions. Phase 4 validated the framework through an international mixed-method content expert survey ( $n=20$ ), assessing clarity, relevance, and applicability. Qualitative data were analyzed using reflexive thematic analysis, and quantitative data descriptively, supporting iterative refinement of the framework.

*Results:* Seven core organizational values were identified and refined: Safety, Understanding, People-centred, Protect & Promote, Openness, Recovery & Rest, and Transparency & Trust, collectively titled the SUPPORT Framework. Stakeholders and content experts consistently affirmed the framework's relevance, feasibility, and potential to support systemic organizational approaches to mental health. All seven values exceeded the 75% expert consensus threshold for clarity and relevance. One value, Understanding, required conceptual refinement due to overlap with Openness and Transparency & Trust. The final framework includes guiding principles and values-based affirmations to support practical implementation across organizational levels. Findings highlight that the SUPPORT values align with principles of responsible and ethical business, offering a mechanism to embed mental health priorities within governance, leadership, and organizational culture.

*Conclusion:* The SUPPORT Framework represents the first evidence-based model of organizational values designed to promote psychologically healthy workplaces. By articulating the ethical foundations of mental health promotion and translating them into actionable principles, the framework advances theoretical understanding of values-driven approaches and offers practical guidance for organizations seeking to implement systemic, prevention-focused mental health strategies. Future research should examine its application across sectors and evaluate its impact on employee outcomes, leadership behaviour, and organizational performance.

## O46

### **From Theory to Evidence: Further Validation of the Health-Performance Framework of Presenteeism**

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*Background:* Presenteeism (working while ill) is increasingly recognized as a complex and heterogeneous phenomenon rather than a uniform behaviour. The Health-Performance Framework of Presenteeism (HPFP) proposes that presenteeism represents an adaptive process through which workers negotiate the balance between health constraints and performance demands. Yet, empirical evidence on how employees enact this balance over time, and whether distinct behavioural configurations are stable or consequential for future well-being and performance, remains scarce. This study addresses these gaps by identifying presenteeism profiles in a population-based longitudinal sample and examining their implications for health, performance, and attendance behaviours.

*Method:* Using data from two waves of a large panel survey of Québec workers (T1  $N = 1,269$ ; T2  $N = 941$ ), we conducted latent profile analyses to identify presenteeism profiles and assess

their structural and within-person stability over time. Profiles were compared on a range of outcomes, including emotional exhaustion, psychosomatic symptoms, general health problems, performance quality, self-rated performance, presenteeism frequency, and absenteeism. All indicators were measured at both time points. Individuals reporting no presenteeism at T1 served as a comparison group. Hypotheses derived from the HPFP guided analyses regarding the structure, stability, and consequences of profile membership.

*Results:* A four-profile solution (Functional, Overachiever, Dysfunctional, and Therapeutic) was consistently supported across waves, replicating prior research and confirming the HPFP's core propositions. Functional presentees (59%) showed exceptionally high stability (96%) and maintained favourable health and performance outcomes similar to non-presentees. Overachievers (27%) and Dysfunctional presentees (14%) exhibited poorer health across indicators, with Overachievers emerging as the most vulnerable group at T2, marked by the highest emotional exhaustion, psychosomatic symptoms, and dual increases in absenteeism and presenteeism. Although small in size (3%), the Therapeutic profile reported the highest attendance burden over time. While profiles demonstrated substantial stability, transitions among non-Functional groups indicated that presenteeism behaviour remains responsive to changing health states and work conditions.

*Conclusion:* Findings provide the strongest longitudinal evidence to date that presenteeism can be adaptive and sustainable—but primarily within the Functional profile, where workers maintain both health and performance. In contrast, Overachievers face significant long-term risks despite strong performance, underscoring the need for targeted organizational interventions. By revealing stable yet dynamic patterns of presenteeism, this study advances the theoretical understanding of attendance behaviour as both an adaptive strategy and a decision-making process shaped by individual tendencies and organizational context. It suggests that profile-specific practices, flexible work resources, and psychosocially safe environments are essential to fostering healthy and sustainable worker functioning.

## O47

### **Mapping the Organizational Landscape of Loneliness at Work in the UK: Implications for Policy and Practice**

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*Background:* The challenges of loneliness in work are increasingly salient due to global technological advancements and digitalisation, combined with the further rise of remote work following the Covid-19 pandemic. These developments have significantly influenced how work is designed, managed, and organized. At the organizational level, workplace loneliness is associated with increased employee turnover, organizational cynicism, and alienation, ultimately undermining organizational performance. This research aims to identify how the antecedents of loneliness in work can be effectively managed before employees reach the point of relational deficiency, and therefore, loneliness in work. This proactive approach contrasts with reactive strategies that attempt to support employees after a negative experience of loneliness in work has occurred.

*Method:* A qualitative study was undertaken, with data collected over a three-month period (March to May 2024). Semi-structured interviews were conducted with a purposive sample of 50 HR professionals from UK-based organizations to obtain in-depth insights. The interview questions focused on four key work-related psychosocial factors - interpersonal relationships at work, organizational culture and function, the home-work interface, and career development - which were identified as the most salient antecedents of loneliness in work using the process

model of loneliness in work in a previous study (Frost et al., 2024). Interviews also explored existing organizational approaches to health and well-being, as well as aspirations for future practice. Thematic analysis was used due to its suitability for large datasets and its structured approach to identifying key themes.

**Results:** Findings indicate that loneliness in work can negatively affect all four dimensions of employee well-being: physical, mental, financial, and social. Specific aspects of the four key work-related psychosocial factors emerged as playing central roles in employees' experiences of loneliness in work. Within *interpersonal relationships at work*, managerial support was emphasised as playing a central role in preventing loneliness. The presence of clearly communicated and consistently enacted organizational values was seen as fundamental in shaping a supportive work environment that fosters connection and belonging (*organizational culture and function*). Under *career development*, groups such as early-career employees and those with caring responsibilities were identified as especially vulnerable, due to limited progression opportunities and a lack of tailored support. Challenges in managing work-life balance were most evident in hybrid and remote work contexts, where organizations are still negotiating the structure of flexible work arrangements (*home-work interface*). Notably, awareness of the UK Government's loneliness strategy among HR professionals was low, representing a missed opportunity for aligning organizational practice with national policy. Overall, the findings highlight the need for integrated organizational and governmental approaches to address the antecedents of loneliness in work, and to support employee well-being.

**Conclusion:** To promote meaningful change, organizations must recognise the influence of the four key work-related psychosocial factors - interpersonal relationships at work, the organizational culture and function, career development, and work-life balance - on employees' experiences of loneliness in work. Policies and practices that shape these factors include flexible work arrangements, access to physical and mental health support services, values-based leadership, targeted managerial training, and the enhanced use of HR systems to detect well-being issues. These areas of policy and practice have been identified as critical for organizations seeking to proactively manage loneliness in work and improve employee well-being.

## O48

### **Why Workplace Fear of Missing Out Matters in Social Professions: Scale Development and Longitudinal Effects on Well-Being**

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**Background:** Workplace Fear of Missing Out (wFoMO) describes the fear of missing important work-related information or beneficial relationships when being away or disconnected from work. Previous research has mainly focused on contexts where such disconnection is common, such as remote work or flexible work settings. However, in many occupations—particularly in social professions such as caregiving or nursing—flexible work design or remote work is not feasible, yet continuous information exchange, teamwork, and situational urgency create similar psychological pressures. Drawing on self-determination theory (SDT) and conservation of resources (COR) theory, we argue that wFoMO is also relevant in these professions and represents a resource-draining mechanism. On the one hand, according to SDT, wFoMO may be triggered when core psychological needs are threatened. On the other hand, from a COR perspective, individuals experiencing higher wFoMO invest cognitive and emotional resources into monitoring work-related cues and maintaining availability, even outside working hours. Such behaviour may consume resources and undermine well-being indicators.

*Method:* We developed and validated a new wFoMO scale tailored to social occupations and conducted a longitudinal study with a one-week interval between two measurement points (t1, t2). Participants were N = 128 employees from social fields such as healthcare, care work, and education.

*Results:* Exploratory factor analysis supported a three-factor structure of the final wFoMO in Social Fields Questionnaire, comprising: (1) Performance-driven wFoMO, reflecting career- and performance-related concerns (e.g., “I’m worried I will miss important insights or feedback if I’m not available outside working hours”); (2) Duty-driven wFoMO, capturing an obligation-based “always-on” mentality and the fear of letting others down (e.g., “I feel like I am letting my team down if I am not available outside working hours”); and (3) Relatedness-driven wFoMO, representing the anxiety of social or relational exclusion within the professional environment (e.g., “Without regular communication, I feel disconnected from my colleagues or professional network”). The scale demonstrated good construct validity, showing significant positive correlations with Budnick et al.’s (2020) wFoMO scale, satisfactory reliability ( $\alpha = .74-.87$ ), and acceptable model fit in a confirmatory factor analysis at t2. Criterion validity was supported by distinct associations between subdimensions and well-being outcomes. Regression analyses revealed significant negative autoregressive effects of relatedness-driven wFoMO on positive affect and psychological detachment, and of duty-driven wFoMO on tiredness. No significant autoregressive effects emerged for negative affect, relaxation, control, or perceived stress. A significant moderation effect was also found: employees with low resilience and high duty-driven wFoMO at t1 experienced the greatest increase in tiredness at t2, while those with higher resilience and lower duty-driven wFoMO showed the lowest tiredness levels.

*Conclusion:* These findings highlight that wFoMO is not limited to flexible or digital work contexts. Even in social professions, wFoMO can act as a subtle yet relevant mechanism linking unmet psychological needs and resource depletion during leisure time to impaired well-being.

## O49

### **Grief at Work: Developing a Scale for Understanding Bereavement Return-to-Work Decisions**

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*Objective:* We conducted two studies to develop and validate a scale to measure the factors that influence employees’ return-to-work decisions following bereavement. Most people will experience bereavement during their professional careers (Wilson et al., 2018; Wolfelt, 2005). When experiencing bereavement, individuals will often take time off to grieve and complete bereavement-related tasks (e.g., attend a funeral). However, despite grief being common in the workplace, many organizations lack the capacity to provide adequate support to grieving workers (Wilson et al., 2020). Consequently, individuals may return to work due to different factors, including financial necessity or affective reasons, such as coworker support (Gilbert et al., 2023). No study to date has explored how these reasons influence work outcomes. As such, drawing on Allen and Meyer’s (1990) three-component model of commitment, this study conceptualizes the affective, normative, and continuance factors underlying employees’ return-to-work decisions following bereavement.

*Method:* In Study 1, qualitative data were collected from 400 participants to identify key themes shaping return-to-work decisions following bereavement. The analysis revealed three distinct influences consistent with the three-component model of commitment: affective (wanting to

return), normative (feeling one should return), and continuance (feeling one has to return). Drawing on these findings, we developed a preliminary scale to assess these factors. In study 2, we validated the measure on a separate sample (N = 346) to evaluate the structure and validity of the measure. Exploratory structural equation modelling (ESEM) supported a three-factor structure consistent with the qualitative findings. Afterward, a latent profile analysis was conducted to determine whether distinct profiles existed in employees' return-to-work decisions following bereavement.

**Results:** The study supported a three-factor scale for return-to-work decisions following bereavement that was aligned with the three-component model of commitment. Correlational analyses revealed that continuance-related factors were negatively associated with outcomes such as complicated grief, presenteeism, and turnover, while affective and normative factors were linked to positive outcomes. Further, latent profile analysis further identified three return-to-work profiles: value-driven returns (high affective and normative motivation), expectation-driven returns (high normative and continuance motivation), and consequence-driven returns (predominantly continuance motivation). Subsequent analyses indicated that value-driven returns were associated with the most positive outcomes, while consequence-driven returns were linked to more negative outcomes.

**Conclusion:** Overall, this study contributes to the literature by introducing the first scale to assess return-to-work decisions after bereavement and highlights the importance of understanding how these decisions influence employee well-being and workplace outcomes.

## O50

### **Quantitative Demands and Illegitimate Tasks among Teachers: Multilevel Perspectives on Exhaustion and School-Level Differences**

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**Background:** Teacher well-being has become a key issue in occupational health psychology. Considerable research indicates that teachers face persistently high workloads and administrative pressures, undermining the goal of establishing sustainable working conditions that protect teacher well-being in the long run. Although quantitative demands among teachers have been studied to some extent, research on illegitimate tasks—tasks perceived as unreasonable or unnecessary—remains scarce in this occupational group. In school contexts, such illegitimate tasks may include duties that fall outside teachers' professional roles, such as bureaucratic reporting or administrative activities. Both quantitative demands and illegitimate tasks are theoretically linked to emotional exhaustion; however, little is known about which organizational attributes on the school level may buffer or exacerbate the relationship with exhaustion. The present study examines school-level organizational conditions to identify in which schools these stressors are most prevalent and detrimental. Identifying such contextual factors is crucial for designing effective, organization-focused interventions. Accordingly, this study aims to examine how quantitative demands and illegitimate tasks relate to teachers' exhaustion and the extent to which these effects vary as a function of school-level conditions.

**Method:** A multilevel study has been conducted among teachers from 150 schools. Data collection started in November 2025 and will be finished by end of January 2026. The questionnaire includes validated measures of quantitative demands, illegitimate tasks, and emotional exhaustion. School-level indicators such as the number of unfilled teaching positions, class size, school types, school size, and number of special duties among the teaching staff will be derived from aggregated teacher responses. Data will be analyzed using multilevel structural equation modelling (MSEM).

*Expected results:* Both quantitative demands and illegitimate tasks are expected to show significant positive associations with teachers' exhaustion, with the strength of these associations varying depending on organizational conditions at the school level. (1) In schools with a high number of unfilled teaching positions, the relationship between quantitative demands and exhaustion is expected to be stronger, as staff shortages typically intensify individual workload. (2) Larger class sizes are likewise expected to amplify this association due to increased instructional and classroom-management efforts. (3) Differences between school types are assumed to moderate the associations to exhaustion for both stressors as school types differ in their administrative and curricular requirements. (4) Regarding school size, larger schools may show stronger associations between demands and exhaustion due to heightened coordination efforts. (5) Finally, in schools with a higher proportion of teachers with special duties, the relationship between illegitimate tasks and exhaustion is expected to be stronger, because a higher proportion of special duties signals broadened role expectations beyond the core profession, therefore increasing the likelihood that tasks are perceived as illegitimate. *Conclusion:* This study will provide additional insights into whether teachers' exhaustion is primarily shaped by job tasks or by organizational conditions on school-level. These findings are expected to inform school leadership and educational policymakers about organizational mechanisms to reduce excessive demands, manage tasks allocation more effectively, and promote teachers' well-being.

## O51

### **Sustainable Careers Among Chronically Ill Workers: A Diary Study**

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*Background:* For Chronically Ill Workers (CIWs), managing fluctuating health conditions necessitates constant daily adaptation. This makes more salient their day-to-day career sustainability, as a fragile, moment-to-moment balancing act. Existing research on Sustainable Career (SC) has often adopted a long-term perspective (when not an unspecified temporal perspective), leaving a critical gap in understanding the daily, dynamic processes that build or deplete the three indicators of SC (De Vos et al., 2020). Integrating the SC Model with Conservation of Resources (COR) theory, we operationalize the SC Model's "time" element as daily variations over one working week, offering significant novelty into how sustainable career indicators are conceptualized. Furthermore, we examine daily predictors of CIWs' SC indicators (i.e., health, happiness and productivity) that tap into both personal and contextual factors according to the SC model. Specifically, and consistent with COR theory, on the one hand, we examine how chronic illness intensity (person-related resource threat) and work intensification (context-related resource threat) impact SC (loss spiral). On the other hand, we investigate how resilience (personal resource) and Leader–Member Exchange (LMX) quality (contextual resource) impact SC (gain spiral).

*Method:* We have collected general survey data from 120 individuals with chronic health conditions, and the daily diary survey is currently ongoing. Participants are employed, native English speaking, and based in European countries. The current sample is 62% female, with an average age of 47. They mostly have autoimmune illness (29%), musculoskeletal illness (27%), endocrine illness (23%). Complete data for the general survey were obtained from 115 respondents, and we expect to reasonably reach over 300 observations for the daily surveys (which would equal an average of 3 days per person). The general survey measures demographics and other person variables that are not the focus of this study. The daily diary surveys measure work intensification, chronic illness intensity, LMX quality, resilience, work engagement, work ability, and well-being.

*Results:* We expect that daily work intensification and chronic illness intensity predict daily SC indicators and that cross-lagged analyses show the direction of effect will be from resource threats to outcomes, supporting the loss spiral principle of COR theory. Further, we expect that LMX and resilience resources predict SC indicators, supporting the gain spiral principle of COR theory.

*Conclusion:* Overall, this study provides a dynamic, within-person perspective on how workers with chronic illness navigate their daily career sustainability. By showing that day-to-day fluctuations in chronic illness intensity and work intensification can quickly affect their work engagement, work ability, and well-being, the findings highlight the heightened vulnerability of chronically ill workers to everyday resource threats. At the same time, the effects of resilience and LMX quality demonstrate that strong personal and contextual resources play a crucial role in stabilizing their daily functioning. Together, these results show that sustainable careers for chronically ill workers are built, and challenged, one day at a time, underscoring the need for organizations and leaders to foster resource-preserving conditions that support their long-term career sustainability.

## O52

### **How Virtuous Organizational Practices and Organizational Identification Shape Intention to Leave and Individual Performance: Evidence from the French Public Sector**

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*Background:* Since the 1990s, the French public sector has undergone profound transformations, driven first by New Public Management (NPM) reforms and later by post-NPM approaches (Bezes & Musselin, 2015). Aimed at improving organizational efficiency, these transformations have yielded mixed and still-debated outcomes (Lapuente & Van de Walle, 2020). In parallel, public organizations increasingly face the challenge of retaining their workforce. Indeed, in a context characterized by growing competition from the private sector and a declining public image, attracting and retaining qualified employees has become a critical issue. The territorial civil service has not been spared these developments. Moreover, several studies among local government employees suggest that such reforms have sometimes generated tensions and value conflicts, weakening employees' identity frameworks and negatively influencing their attitudes and behaviours toward their organizations (e.g., Safy-Godineau et al., 2020). Understanding the organizational levers that strengthen employees' organizational identification therefore appears essential to reconcile workforce retention with performance imperatives. This study pursued two main objectives: (1) to examine the direct and indirect effects (through organizational identification), of perceived virtuous organizational practices (VOP; i.e., formal organizational practices designed to foster employees' psychological well-being and optimal functioning; Aubouin-Bonnaventure et al., 2021) on intention to leave and individual perceived performance, and (2) to identify which specific families of practices are most likely to foster organizational identification.

*Method:* A cross-sectional survey was conducted among 697 French territorial civil servants. Data were analyzed using Mplus 8.9 and JASP 0.19.1. Different mediation models were tested to assess the mediating role of organizational identification in the relationship between the global VOP factor and the two outcome variables. In addition, multiple regression analyses were performed to compare the relative influence of the eight VOP families and the global factor on organizational identification.

*Results:* Virtuous organizational practices were modelled using a bifactor exploratory structural equation modelling (B-ESEM) framework, including one global factor and eight specific factors corresponding to distinct practice families. Results revealed a significant partial and negative mediation of organizational identification between the global VOP factor and intention to leave, as well as a significant total and positive mediation between the same factor and perceived performance. Moreover, the hierarchical multiple regression analysis indicated that the global factor accounted for most of the variance in identification. However, recognition practices and work–life balance practices still exerted a specific influence, above and beyond the global effect by providing incremental validity.

*Conclusion:* This study offers new insights into the contemporary challenges faced by the French territorial civil service by adopting an innovative analytical framework centred on virtuous organizational practices and organizational identification. Findings suggest that VOPs may serve as particularly effective levers for promoting both employee retention and perceived performance, providing concrete and actionable perspectives for public employers. Furthermore, organizational identification emerges as a central explanatory mechanism underlying these relationships. More broadly, the results indicate that, even within contexts of institutional reform, targeted and coherent organizational practices can help reinforce employees' sense of connection to their organization and sustain the performance of public entities.

## O53

### **Prevalence of Workplace Bullying Among Healthcare Workers in Hospitals in Greater Beirut: Effects on Psychological Well-Being, Burnout and Sick Leaves**

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*Introduction:* Interest in workplace bullying has been steadily growing with a focus on understanding its consequences as well as prevalence rates in different occupations and across different countries with varying cultural contexts. Research in the Middle East remains limited, especially in Lebanon. The scarcity of data from the Lebanese healthcare sector underscores the need to better understand workplace bullying in this unique sociocultural and organizational environment.

*Objectives:* The primary aim of this study is to investigate the prevalence of workplace bullying among health care providers and hospital staff in Greater Beirut. The secondary aim is to investigate the relationship between workplace bullying, psychological well-being, burnout and sick leave in the Lebanese cultural context.

*Method:* A cross-sectional study design was conducted. Setting Seven hospitals in Greater Beirut took part in the study, including six private hospitals and one public hospital. A total of 958 participants aged 18–64 were recruited using stratified proportionate non-random sampling. Stratification by hospital size and department aimed to ensure broad representation of nursing and support staff across institutions. The participants included nursing and supporting staff of which 26.3% were males and 73.7% were females. Those employed for less than six months were excluded. The Arabic versions of each of the Negative Acts Questionnaire-Revised (NAQ-R), the General Health Questionnaire (GHQ-12), and the Copenhagen Burnout Inventory (CBI) were administered. These instruments were selected for their established reliability and widespread use in cross-cultural occupational health research. Surveys were administered via paper-and-pencil (six hospitals) and online (one hospital). Prevalence of bullying using the NAQ-R cutoff scores were first calculated and then their respective thresholds identified using ROC analysis. Pearson's correlation coefficient was used to evaluate the relationship between the NAQ-R and the GHQ-12, CBI and number of sick leaves.

**Results:** Using the lower threshold as a cutoff on the NAQ-R, 35.1% of participants were classified as bullied. When applying the higher threshold as a cutoff, the percentage was slightly lower but remained comparable at 32.4%. Results showed that across the two outcomes those who were bullied both when using a lower threshold and upper threshold were significantly more distressed and burnt out ( $p < .05$ ). Participants who reported being bullied had significantly poorer general health ( $M = 2.39$ ,  $SD = 0.56$ ) compared to those not bullied ( $M = 2.05$ ,  $SD = 0.47$ ),  $t(df) = -8.43$ ,  $p < .001$ , with a large effect size (Cohen's  $d \approx 0.66$ ). Similar differences were observed in work-related burnout ( $d \approx 0.37$ ) and person-related burnout ( $d \approx 0.36$ ). Results indicated that being bullied is significantly associated with differences along the categories of sick leave, such that it is associated with increased sick leaves taken up particularly in the range of 6 to 10 days. This was true when using the lower threshold cutoff as well as the higher threshold cutoff (Lower threshold:  $X^2(4, N = 902) = 11.586$ ,  $p = .009$ , Standardized residual for 6-10 days =  $2 > \pm 1.96$ ; Upper threshold:  $X^2(4, N = 902) = 9.963$ ,  $p = .019$ , Standardized residual for 6-10 days =  $2.2 > \pm 1.96$ ).

**Conclusion:** Findings yielded lower prevalence rates of workplace bullying among nurses and the entire sample as compared to research carried out in the Arab region. Our study further supports the impact of culture on the perpetuation of workplace bullying and the uniqueness of Lebanon's culture on influencing this prevalence. Results indicated that participants who were bullied were significantly more distressed, more burnt-out and reported taking up more sick leaves. These findings highlight the need to consider local workplace culture when addressing bullying and reinforce the significant psychological and occupational toll bullying takes on affected individuals. Healthcare institutions are encouraged to implement and reinforce clear anti-bullying policies, workplace bullying prevention strategies, and confidential reporting mechanisms. Future research should explore longitudinal patterns of bullying, obtain a more nationally representative sample, and examine the effectiveness of targeted interventions to create safer, more supportive work environments.

## O54

### **From Lived Experience to Practice: An Interpretative Phenomenological Analysis of Workplace Cyberbullying Among Young Non-Managerial Female Professionals in China for Safer Digital Work**

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**Background:** Research on workplace cyberbullying often relies on decontextualised models. This study offers a context-specific, culturally grounded account focused on young, non-managerial female professionals working in China, where personal WeChat is commonly used for work and constant connectivity and visibility are normalised. We explore how culture, hierarchy, gendered expectations, and everyday digital practices are tied to the cyberbullying experience and outline practical steps toward safer digital work.

**Method:** We used Interpretative Phenomenological Analysis (IPA) to study lived experience in depth. Nine young, non-managerial female professionals working in China who self-identified as targets of workplace cyberbullying took part in semi-structured interviews. Following idiographic analysis, we identified convergence and divergence across cases to develop superordinate and subordinate themes. Methodological integrity was ensured through reflexivity, transparent analytic documentation, member checking, triangulation, and authenticating findings against participants' lived experiences.

**Results:** Five connected themes captured the experience. (1) Toxic digital work environment: WeChat groups and direct messages enabled rumour-spreading, public undermining, tight monitoring of responsiveness, and demands for emotional performances (e.g., "flattering superiors"); some participants reported sexualised messages and online sexual harassment from clients. (2) Cultural normalisation of hierarchical cyber-control: Late-night and weekend instructions, constant checking of availability, and overtime were treated as signs of being a "good" subordinate. Participants also recounted "dad-flavour" paternalism, with superiors sending moralising advice and "inspirational" content to press for obedience. (3) Invasion of personal boundaries: Corporate demands moved into private time and spaces. Mandatory corporate visibility on personal accounts was enforced through daily posting requirements, fines for non-compliance, and screenshot checks, with public compliance tables further blurring home-work lines. (4) Enduring in silence: Reporting was uncommon, held back by uncertainty about what "counts" as workplace cyberbullying, low confidence in organizational action, and a sense of powerlessness. Normalisation of surveillance, after-hours contact, and overwork reduced the perceived legitimacy of complaints and shifted the burden onto targets to endure. (5) Coping and hoped-for organizational support: Individuals used personal tactics (venting, emotional distance, technical workarounds) that eased strain but could not fix systemic problems, while expressing a clear wish for organizational safeguards. Overall, these accounts indicated that in this setting, cyberbullying is a routine condition of digitally mediated work. Features of the digital tools (visibility, records, group observability) and hierarchical expectations make deference easy to track and reward.

**Conclusion:** Findings show that a context-specific, culturally grounded understanding is essential; one-size-fits-all models miss key features of this phenomenon. Practical steps follow directly from participant accounts: provide official work channels instead of personal accounts; ban compulsory corporate posting on personal accounts and any screenshot-based compliance checks; set and enforce limits on after-hours contact and immediate-reply demands; ensure timely, confidential investigations and access to psychological support; extend policies to cover third-party (client-initiated) harassment with clear escalation routes; and hold managers accountable for digitally enacted coercion. Where feasible, align practice with legal protections on working hours and overtime. These actions offer a concrete route for organizations to make the digital work environment safer.

## O55

### **Embedding Organizational Readiness for Workplace Bullying Interventions in the UK Civil Service**

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**Background:** While increasing research points to a range of interventions used in practice to address workplace bullying, it is limited in showing the effectiveness of such interventions. Indeed, scholars have indicated concern at the lack of empirical support for interventions in the field of workplace bullying. One aspect which has received little attention is an understanding of the context-intervention fit of bullying interventions and whether organizations are ready to embed interventions to address workplace bullying. In this paper we explain what is meant by readiness within the context of a workplace bullying intervention and illustrate the use of a readiness tool in practice within the UK Civil Service.

**Methods:** Comprising both qualitative (interviews) and quantitative methodologies (Delphi and scale development), using subject-matter experts and working samples, we conceptualised

readiness for workplace bullying interventions and developed a pre-intervention audit tool to assess readiness. We then explain how this readiness tool has been embedded within the UK Civil Service, surveying circa 10,000 Civil Servants across 22 Government Departments, through the development of over 280 unit-specific action plan reports which detail areas where Departments and sites need to enhance their contextual readiness. We then provide case study evidence from a smaller subset of Departments detailing the impact of the research in practice.

**Results:** Research findings support a two-factor conceptualisation of readiness comprising five components of structural readiness (process and policy, leadership, culture, climate and well-being, support and resources) and four components of psychological readiness (trust, change efficacy, fairness and psychosocial safety). Significant positive correlations emerge between readiness ratings, and the extent employees perceive an intervention addressing bullying will be successful. Case study evidence indicated positive impact in practice with improvements in readiness scores seen, and qualitative comments and testimonials from Senior Civil Servants showed shifts in practice, strategy, mindset and behaviour.

**Conclusion:** Overall, our research provides a reliable and valid audit tool for organizations to help assess levels of organizational readiness. The tool acts as a pre-intervention check that allows organizations looking to implement a workplace bullying intervention to understand how ready they are for such change. It assesses the level of disconnect between perceptions of what a bullying intervention is aiming to achieve and the current state within the organization.

## O56

### **'I didn't want to make any mistakes, I didn't want to give anyone ammunition' – Results from a Qualitative Interview Study on Workplace Bullying: Perspectives of Affected Individuals, Managers, and Experts**

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**Background:** Workplace bullying is associated with a range of negative consequences, such as reduced job satisfaction, impairments in the ability to work, reduced mental and physical health of those affected. However, quantitative studies often lack a deeper understanding of these individual experiences. The aim of this qualitative interview study was to gain deeper insights into the effects of workplace bullying, possible risk factors, the role of corporate culture, as well as prevention and support needs from multiple perspectives.

**Method:** The study comprised N=37 qualitative interviews with individuals affected by workplace bullying (N=14), managers (N=10), and experts on workplace bullying (N=13). Interviews were conducted by telephone, video conference, or in person from October 2023 to December 2023 using semi-structured interview guidelines. Interview data were transcribed and analyzed with MAXQDA following the approach of Mayring & Fenzl (2019), using a combined deductive-inductive content analysis.

**Results:** The sample was on average 54.8 years old and consisted of slightly more women (51.4%). There was an imbalance in the gender ratio among the groups of those affected (women: 71.4%) and experts (women: 30.8%), whereas the ratio was balanced among managers (women: 50%). Across the different perspectives, workplace bullying was perceived as a recurring, systematic and inappropriate behaviour that is directed at an individual over a longer period. Repercussions of workplace bullying appear to extend beyond the health of

individuals, disrupting personal social networks and adversely affecting both the working atmosphere and the organizations involved. The psychosomatic burden of the bullying experience was considered as particularly high and influential. Causes and risk factors identified included, in particular, leadership deficits, unfavourable working conditions (e.g., organizational ambiguities, strong competitive thinking) and individual characteristics of those involved (e.g., insecurity). The majority of those affected, experts and about half of the managers rated existing prevention measures as inadequate. Needs were identified in areas including contact points, training, and the implementation of workplace agreements.

*Conclusion:* The interviews expand previous findings, offer enhanced accessibility of the phenomenon and provide a nuanced view of the diverse effects of bullying in the workplace. The study specifically highlights the complex nature of workplace bullying and the imperative for multi-level interventions encompassing individual, managerial, and organizational domains.

## O57

### **Breaking the Karen Curse" A look at Anti-Mistreatment Signage's Impact on Customer Mistreatment Through Customer Empathy and Entitlement**

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*Background:* This research explored the phenomenon of customers mistreating service workers and examines how physical signage about customer behaviour can influence the likelihood of such mistreatment occurring in a work environment. The impact of signage was studied broadly at an individual level in Study 1 by comparing the mistreatment service workers experience in workplaces with and without anti-mistreatment signage, and in more depth at an event level from the point of view of the customer in Study 2 using an experimental video vignette design.

*Method:* Study 1 was based on a sample of 157 service workers recruited from CloudResearch Connect. Respondents in this study were asked about the level mistreatment they experience from customers, and whether there is anti-mistreatment signage in their service environment. Study 2 utilized 643 participants recruited from CloudResearch Connect. All participants watched a video of a service failure at a fast-food restaurant; in one condition there was anti-mistreatment signage, while there was none in the other condition. Participants also completed measures of empathy, customer entitlement, and mistreatment intentions.

*Results:* Study 1 participants working in settings with anti-mistreatment signage reported higher levels of customer mistreatment compared to those where no such signage was present. This suggests that the presence of anti-mistreatment signage was likely in response to high levels customer mistreatment. Study 2 findings revealed that the signage manipulation resulted in lower mistreatment intent. Interestingly, prevention-focused signage (telling customers not to mistreat) appeared to be more effective than promotion-focused signage (telling customer to be kind). Furthermore, a moderated mediation model was supported whereby higher customer state empathy and lower customer entitlement significantly reduced intentions to engage in mistreatment after customers became angered by poor service quality.

*Conclusion:* This investigation contributes to the mistreatment literature by highlighting the importance of contextual elements—namely signage—in shaping customer behaviour in service settings and suggests that more research into customer mistreatment from the perpetrator's perspective is needed. The findings also have implications for the empathy literature, calling into question the well-established effectiveness of perspective-taking interventions when they are adapted to a shorter, signage format.

O58

### **Observing Ostracism: A Systematic Review of Emotional and Organizational Fallout**

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Observing ostracism, defined as witnessing another person being excluded or ignored, has recently emerged as a phenomenon within social life. Despite its growing popularity, it remains understudied in the organizational domain. Through an in-depth systematic review of existing research, we provide an interdisciplinary synthesis of what is currently known about the consequences of observing ostracism in a general perspective. This review contains a range of peer-reviewed journal articles, conference presentations, and doctoral dissertations, integrating findings from diverse methodological approaches and gray literature. Across more than 100 identified research projects, the review spans across scientific disciplines, including social and developmental psychology, neuroscience, and work and organizational psychology. Despite visible interest in different research groups, the field remains fragmented; theoretical perspectives and operationalizations vary widely, making it difficult to draw unified conclusions about why and how observers respond to witnessing exclusion. To address this gap, the review proposes the temporal need-threat model as a comprehensive theoretical framework for understanding the dynamics of observer responses. This framework organizes existing evidence around key antecedents, mediating mechanisms, moderating factors, and short- and long-term outcomes of observing ostracism episodes. The model helps to highlight how witnessing exclusion is an inherently a group-level phenomenon influenced by contextual cues, group norms, and individual differences. Current evidence suggests that observers may experience a broad range of reactions—such as empathic concern, threat to personal needs, shifts in group identification, or adjustments in workplace behaviour—yet many of the underlying mechanisms remain insufficiently understood. Additional research is essential to clarify how these processes unfold and to examine their implications for well-being, moral judgments, and organizational functioning. The presentation will focus on findings most relevant to work and organizational settings, while also drawing on insights from related fields to illustrate transferable mechanisms and cross-disciplinary parallels. By integrating evidence across domains, we aim to propose a cohesive understanding of what does ostracism do to bystanders and why their perspective is crucial for both theory and practice.

O59

### **Reframing Leadership Around Well-being: Evidence From the Well-being Leadership Competency Model**

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*Background:* In light of the increasing global focus on employee well-being, as demonstrated by initiatives from Horizon Europe, EU4Health, the WHO, and the EU Commission, the role of leadership in fostering supportive workplaces is crucial. However, this role is often not clearly defined. While existing leadership theories (e.g. transformational, authentic, servant, inclusive) address well-being as an outcome of effective leadership, they do not conceptualise it as a central and intentional focus of leadership practice. This study introduces and empirically validates a Well-being Leadership Competency Model (WLCM), which reframes leadership by positioning well-being at the core of individual, team, and organizational functioning. The WLCM comprises seven interrelated competencies hypothesised to define leaders' capacity to foster sustainable well-being cultures: Leading by example through personal well-being practices; Living the value of well-being through responsible self-care; Cultivating workplace well-being and a supportive climate through role modelling; Engaging co-workers in setting and pursuing personal and team well-being goals; Demonstrating personal commitment through

engaged, proactive communication and empowerment of bottom-up initiatives; Embedding well-being into organizational culture by acting as both initiator and steward of well-being norms; and Supporting the collective co-creation and shared responsibility for fostering a culture of well-being. These competencies encompass both personal and relational domains, emphasising self-awareness, proactive communication, empowerment, relational trust, and systemic thinking. The research addresses three main questions, firstly, can existing leadership styles foster well-being in the workplace or is there a need for a new leadership style that has well-being at its core? Secondly, is the WLCM consistent and what are the relations between competencies in the model (are they independent or complementary)? Thirdly, how do well-being leader competencies impact the scope of organizational well-being management practices?

*Method:* To validate the model, survey data were collected from 115 CEOs, board members, and senior executives across diverse organizations. A specially designed questionnaire covered two parts. One part was dedicated to statements related to WLCM, while the other evaluated well-being management practices in the organization as led by the respondent. Confirmatory factor analysis confirmed the proposed competency structure, while SEM examined relationships between competency dimensions and well-being management practices defined as strategic planning, resource allocation, measurement, and participatory leadership processes supporting well-being.

*Results:* Findings show that while the seven competencies form a coherent framework, only leaders' personal commitment, expressed through proactive communication and the empowerment of bottom-up initiatives, consistently predicts the effective management of well-being practices. These results highlight dialogue and empowerment as key mechanisms through which leaders translate personal well-being values into collective organizational outcomes.

*Conclusion:* Theoretically, the study conceptualises Well-being Leadership as an approach that expands existing leadership styles by making well-being both a means and an end of leadership. It also provides a validated research instrument for assessing well-being leadership competencies. Practically, it underscores the need to embed well-being into leadership development and governance, emphasising open communication, participatory practices, and shared responsibility as pathways to sustainable, health-promoting organizational cultures.

## O60

### **Empowering Leadership in Healthcare: Resource or Burden?**

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*Background:* Drawing on the Job Demands–Resources (JD–R) model, this study examines the complex role of empowering leadership in shaping employee well-being and performance within the public healthcare sector. Empowering leadership, characterized by the delegation of authority, encouragement of self-management, and promotion of meaning in work, has been widely recognized as a key driver of motivation and engagement. However, in high-pressure environments such as healthcare, this leadership style may also impose additional demands on employees, potentially triggering strain and emotional exhaustion. This research therefore explores the “double-edged sword” nature of empowering leadership, proposing that while it may enhance the quality of patient care, it can also amplify the negative effects of loneliness and helplessness on employees' work-family conflict and exhaustion.

*Method:* To test these hypotheses, we employed a multilevel research design integrating individual- and unit-level data. The study involved 179 healthcare professionals nested within 36 specialized medical units in the public healthcare system. Data were collected using validated survey instruments measuring empowering leadership, loneliness, helplessness, work-family conflict, exhaustion, and perceived quality of patient care. Structural Equation Modelling (SEM) was conducted using R software to assess the direct and indirect effects proposed in the theoretical model. Model fit indices, reliability coefficients, and multilevel parameters were carefully examined to ensure the robustness of the findings.

*Results:* The results support the proposed dual effect of empowering leadership. On one hand, empowering leadership was positively associated with the quality of patient care, suggesting that when leaders grant autonomy and foster competence, healthcare professionals deliver higher-quality services. On the other hand, empowering leadership intensified the relationship between feelings of loneliness and helplessness and two negative outcomes: work-family conflict and exhaustion. Specifically, employees who felt isolated or powerless were more likely to experience greater strain under empowering leaders, potentially due to the increased self-responsibility and emotional demands such leadership entails.

*Conclusion:* This study advances the understanding of leadership dynamics in healthcare by highlighting that empowering leadership is not universally beneficial. While it fosters improved patient outcomes, it may also exacerbate the psychological burden on vulnerable employees. These findings underscore the importance of contextual and individual factors in leadership effectiveness. For practice, healthcare organizations should balance empowerment with adequate social and emotional support mechanisms to mitigate adverse consequences and promote sustainable employee well-being and performance.

## O61

### **Regulating or Retreating? How Surface Acting Moderates the Effect of Negative Work Events on Laissez-Faire Leadership: A Diary Study**

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*Background:* Although leaders face numerous challenges in their daily life that extend beyond those of regular employees, little attention has been given to how leaders' emotion regulation shapes the day-to-day consequences of negative work events. Leaders' ability to effectively regulate negative emotions following such events is crucial for both their own well-being and their employees' well-being, as poor emotion regulation can foster disengaged leadership behaviour such as laissez-faire leadership – characterized by withdrawal, delayed decisions, and reduced support. Building on Affective Events Theory and recognizing that maintaining a professional facade is a central emotional labour strategy for leaders, we examine how the effects of daily negative work events depend on leader's levels of surface acting, a regulation strategy in which expected emotional displays are faked while genuine feelings remain unchanged. Because surface acting involves suppressing rather than resolving negative emotions, it can affect leaders' well-being by fostering ruminative thinking about negative events in the evening, which in turn can impair their functioning the next day. Specifically, we hypothesize that the daily effects of negative work events on next-day laissez-faire leadership behaviour via affective rumination emerges only on days when leaders engage in high levels of surface acting, whereas this indirect effect is absent on days with low levels of surface acting.

*Method:* We conducted a diary study with daily after-work and bedtime surveys over one workweek. 85 leaders with regular employee contact provided 298 day-level assessments, reporting negative work events, surface acting, and laissez-faire leadership after work, as well as affective rumination at bedtime. Each valid assessment required completion of both surveys on a given day and the next day's after-work survey to model lagged effects. We ran multilevel analyses to account for the nested structure and person-mean-centred all predictor variables.

*Results:* Our analyses revealed a significant indirect effect of daily negative work events on next-day laissez-faire leadership via affective rumination, controlling for same-day laissez-faire leadership and negative affect. Furthermore, the proposed moderated mediation showed that this indirect effect occurred only on days when leaders engaged in high levels of surface acting, whereas it disappeared on days with low levels of surface acting.

*Conclusion:* Our study highlights that, although negative work events have received limited attention in leadership research, the multiple daily challenges leaders face can undermine their evening well-being and impair their leadership behaviour the following day. Thus, the role of daily negative work events and how leaders cope with them should not be overlooked. Such events become particularly problematic when leaders engage in surface acting – superficially displaying expected emotions without truly regulating their underlying feelings. Our findings show how unresolved negative emotions can endure into the evening, fostering negative rumination and in turn impair next-day leadership behaviour. Conversely, refraining from surface acting appears to serve as a protective factor, suggesting that leaders benefit from genuine emotional expression and addressing their emotions openly, for example by confiding in peers. Such practices may help leaders maintain active and effective leadership, even when confronted with demanding and stressful circumstances.

## O62

### **Coaching-Based Leadership and Work Engagement: A Multilevel Analysis Across Collaborators, Leaders, and Supervisors**

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*Background:* Coaching-based leadership has emerged as a key relational resource for fostering employee thriving and sustainable performance. Characterised by working alliance, open communication, learning and development, and progress and results, coaching-based leadership is theoretically linked to higher levels of work engagement. However, empirical evidence frequently relies on single-source evaluations and rarely accounts for the nested structure of organizations. This study addresses these gaps by examining the multilevel associations between coaching-based leadership and work engagement using parallel assessments from collaborators, leaders, and supervisors. We aim to explore whether (a) coaching-based leadership is positively related to employee work engagement, (b) perceptions of leadership converge across organizational levels, and (c) a substantial proportion of the variance in engagement is attributable to differences between leaders and supervisors.

*Method:* Cross-sectional data were collected from 67 leaders (Level 2), their 67 direct supervisors (Level 3), and at least one collaborator per leader (Level 1, N=603). Coaching-based leadership was assessed through a validated instrument capturing the four dimensions, using versions adapted for collaborators, leaders, and supervisors. Work engagement was measured through Utrecht Work Engagement Scale (UWES-9) assessing vigour, dedication, and absorption. Given the hierarchical structure of the data, three-level modelling will be applied, with collaborators nested within leaders, and leaders nested within supervisors.

Intraclass correlations (ICC) will be estimated to examine the distribution of variance in work engagement across organizational levels. Multilevel regression models will then test the predictive role of coaching-based leadership as perceived by collaborators, self-evaluated by leaders, and evaluated by supervisors. Finally, cross-level congruence will be explored by analyzing perceptual alignment between the three sources.

*Results:* Based on existing literature, we expect ICC values to reveal a meaningful proportion of variance in work engagement at the leader level, supporting the relevance of multilevel modelling. Coaching-based leadership—particularly as perceived by collaborators—is expected to show a positive association with work engagement. Moderate convergence is anticipated between leader self-evaluations and collaborator ratings, while supervisor evaluations are expected to show a similar pattern with slightly lower alignment. Including leadership ratings from leaders and supervisors in the multilevel models is expected to improve predictive accuracy, indicating incremental value of multisource assessments. Higher perceptual congruence across collaborators, leaders, and supervisors is expected to strengthen the relationship between coaching-based leadership and engagement.

*Conclusion:* This study is expected to highlight coaching-based leadership as a multilevel organizational resource that promotes employee engagement and underscores the added value of multisource assessment. Anticipated findings suggest that leaders who enact coaching-based behaviours—and whose behaviours are consistently recognised at different organizational levels—may cultivate more engaged and resilient teams. These insights hold practical relevance for designing leadership development initiatives and for promoting psychologically healthy workplaces.

## O63

### **When Being Appreciated at Work Connects Us at Home: A Dyadic Diary Study of Spillover and Crossover Effects of Appreciation on Partner Self-Esteem and Relationship Quality**

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This study explores the implications of workplace appreciation on employees and their partners at home, drawing on self-esteem perspectives, notably Stress-as-Offense theory, and the work-home interface literature. Utilizing Bayesian multilevel models for dyadic analysis, we analyzed a) the spillover effects of workplace appreciation into the home domain, b) its crossover effects on the partner, c) the role of state self-esteem in mediating these effects, and d) the role of self-compassion as a moderator. Based on daily diary data from 84 employee-partner dyads (398 daily paired observations), we found that workplace appreciation boosted the self-esteem of the focal employee post-work. This increased self-esteem predicted more expression of appreciation towards their partners in the evening. In turn, partners felt more appreciated and reported higher state self-esteem and relationship satisfaction. These effects resulted in indirect crossover effects of workplace appreciation on partners' self-esteem and relationship satisfaction in the evening. Finally, trait self-compassion moderated the relation between feeling appreciated at work and the state self-esteem of the focal employee, implying a significant conditional indirect effect on partners' outcomes. Appreciation at work predicted partner outcomes only when the focal employee's trait of self-compassion was low. This research offers novel theoretical and practical insights into the positive ripple effects of workplace appreciation across personal and professional spheres, while highlighting the role of self-compassion as a self-regulatory capacity, shaping domain-specific effects.

O64

## The Daily Feedback Loop in Boundary Management: How Aligning Enacted and Preferred Boundaries Supports Work–Nonwork Balance and Shapes Next-Day Behaviour

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*Background:* Contemporary workplaces increasingly blur the boundaries between work and nonwork roles, underscoring the importance of effective boundary management. Boundary theory posits that individuals manage role boundaries along a continuum from segmentation to integration. Prior research has focused on stable between-person differences, examining how boundary behaviours, boundary preferences, and their alignment (i.e., boundary fit) relate to outcomes such as work–nonwork balance. Far less is known about the short-term antecedents, mechanisms, and consequences of within-person fluctuations in daily boundary management. Addressing this, we examine how daily boundary behaviours and daily boundary preferences jointly shape employees' perceptions of alignment between enacted and preferred role boundaries (i.e., boundary fit perceptions), and how these boundary fit perceptions relate to same-day work–nonwork balance and next-day boundary behaviours.

*Method:* We conducted a 2-week experience sampling study with full-time UK employees, administering two surveys per day across 10 workdays. Participants completed surveys at the end of the workday (T1) and before going to bed (T2). Daily integration behaviours, segmentation preferences, and boundary fit perceptions were assessed at T1, and daily work–nonwork balance was measured at T2. The final sample consisted of 270 participants providing 2,244 day-level observations. We modelled within-person associations using multilevel path analyses with person-mean centring of exogenous predictors and full information maximum likelihood to handle missing data. Moreover, we controlled for autoregressive effects, as well as for linear and cyclical time trends. Indirect effects were tested using Monte Carlo simulation.

*Results:* On days when employees enacted more integration behaviours, they perceived lower boundary fit, an association that was especially pronounced on days with elevated segmentation preferences. Lower boundary fit perceptions, in turn, were associated with reduced same-day work–nonwork balance, mediating the negative day-level relationship between integration behaviours and work–nonwork balance. We also observed a lagged feedback loop: lower boundary fit perceptions on one day predicted reduced integration behaviours the following day, consistent with compensatory behavioural adjustment.

*Conclusion:* Adopting a day-level lens, this study provides a dynamic and mechanism-focused account of daily boundary management with implications for occupational health psychology. It advances dynamic boundary management models by showing that the same daily boundary behaviour is more likely to undermine daily work–nonwork balance on days when it diverges from same-day boundary preferences. Perceptions of boundary fit emerge as a proximal cognitive mechanism linking daily fluctuations in boundary behaviours and preferences to work–nonwork balance and, via short-term feedback, shaping next-day boundary behaviours. These findings highlight the dynamic and self-regulatory nature of daily boundary management. Practically, the study highlights the value of fostering day-to-day alignment between enacted and preferred role boundaries by supporting employees to recognize and reconcile short-term shifts in boundary behaviours and preferences. Methodologically, the experience sampling design and multilevel path modelling approach provide robust evidence for day-level processes that can inform boundary management interventions promoting work–nonwork balance.

**O65**

**Professional Empowerment and Lifelong Learning in Emergency Nursing: Pathways to Quality Care**

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The positive educational experience of future nurses plays a vital role in enhancing the quality of care delivered, increasing patient satisfaction, and fostering nurses' professional fulfilment, thereby contributing to the success of nursing departments. Prior research has shown strong interest in the personality traits, behaviours, interpersonal styles, and emotional intelligence of healthcare professionals, exploring whether such attributes influence professional performance and outcomes in clinical settings.

The present study aims to examine the levels of professional satisfaction, burnout, and secondary traumatic stress experienced by nurses employed in Accident and Emergency Departments, referred to as TAEP in the context of this research. Additionally, it seeks to explore how professional empowerment and growth through Lifelong Learning may affect nurses' quality of life as well as the standard of care they provide. The study specifically focuses on non-cognitive traits, including empathy, emotional intelligence, mindfulness, compassion fatigue, and burnout, along with the broader themes of quality of life, empowerment, and continued professional learning.

Participation in the study was voluntary, and the sample included a group of healthcare professionals composed of nurses and head nurses working in Accident and Emergency Departments throughout the country under study. Data were collected through a structured questionnaire comprising three parts: the first section gathered demographic details, the second applied a tool to measure professional quality of life, and the third used an instrument designed to assess motivation for ongoing education and training. Statistical analysis was carried out using an established software package for data processing.

The results indicated that participants generally reported moderate levels of professional satisfaction. Simultaneously, they experienced noticeable effects from secondary traumatic stress and burnout. Statistical correlations between professional quality indicators and motivation for continuing education revealed meaningful relationships. Nurses who expressed greater job satisfaction were more inclined to engage in ongoing professional development, while those affected by burnout tended to show reduced interest in further education. Further exploration of the professional quality dimensions demonstrated that satisfaction at work had an inverse relationship with both burnout and secondary traumatic stress. Conversely, burnout and secondary traumatic stress were found to be positively related to one another.

This research highlights the pressing need to foster a culture of lifelong learning within healthcare environments. Creating opportunities for non-formal education, supporting both personal and professional development, and ensuring access to psychological support services, along with offering time away from work after particularly traumatic events, are essential strategies for enhancing the well-being of healthcare professionals and the quality of care they deliver.

O66

### **The Real Cost of Rushed Work: How Quality Impairment (Not Time Pressure) Undermines Self-Esteem**

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*Background:* Intense global competition forces organizations to prioritize operational efficiency, resulting in a systematic lack of time that pushes employees to rush their work. In this context, employees will inevitably encounter a stressor – time pressure – which occurs if there is insufficient time to accomplish their work tasks (Ohly & Fritz, 2010). While time pressure has been found to act as a challenge stressor that can boost employees' self-esteem if they accomplish their goals after all (Widmer et al., 2012), however, time pressure could also threaten goal accomplishment by compromising the quality of work the employee initially envisioned. According to the Stress as Offense to Self (SOS) framework (Semmer et al., 2007), an individual's self-esteem is thwarted when they experience "stress through insufficiency," such as a failure that they attribute internally to a lack of competence. Hence, the primary threat to the self may stem not from time pressure itself, but from the sense of incompetence it can produce. Therefore, we introduce the concept of quality impairment which refers to employees experiencing a loss of work quality due to high time pressure. We assume that quality impairment will undermine self-esteem, as it entails a feeling of insufficiency or incompetence. In this study, we first aim to establish quality impairment as a concept distinct from time pressure. We further hypothesize that quality impairment, but not time pressure, will be associated with lower self-esteem concurrently. Moreover, we argue that quality impairment will have a lingering negative effect on self-esteem at a later time, whereas time pressure will not. Finally, we propose that rumination will moderate the relationship between quality impairment and self-esteem.

*Method:* We analyzed data from two intensive longitudinal datasets (N1=146, total observations = 4111; N2=192, total observations = 3975). The data were collected in Switzerland using a daily diary design, with three daily observations administered over ten consecutive workdays. Quality impairment and time pressure were assessed at the end of the work, while rumination was assessed at bedtime. Self-esteem was measured three times daily (in the morning, at the end of work, and at bedtime). The data were analyzed using multilevel modelling.

*Results:* We found good reliability of the three-item assessment of quality impairment. Furthermore, both multilevel confirmatory factor analysis (CFA) and tests of predictive validity supported quality impairment as a construct distinct from time pressure. We further found that, after controlling for morning self-esteem and the quadratic effect of time pressure, quality impairment was negatively associated with self-esteem concurrently in both datasets, whereas time pressure was not. Quality impairment was not significantly associated with bedtime self-esteem, nor did rumination moderate the relationship between them.

*Conclusion:* In conclusion, our study introduces quality impairment, a previously overlooked byproduct of rushed work, and demonstrates its impact on self-esteem.

O67

### **What Happens with Productivity and Collaboration After Implementation of Hybrid Work? - A Longitudinal Study in a Swedish Municipality**

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*Background:* Hybrid work has become more common, and almost half of the working population in Sweden combine remote work with working in the office. There is a need for

increased knowledge about how hybrid work, combining on-site and remote work, affects collaboration and productivity. This study had two aims. The first was to evaluate how self-rated productivity and perceived collaboration within work groups changed following the transition from fully on-site work before COVID-19 to hybrid work the pandemic. The second aim was to determine whether these outcomes were influenced by the frequency of two types of work tasks: writing texts and discussing issues with colleagues.

*Method:* We collected and analyzed longitudinal questionnaire data ( $n=148$ ) from white collar workers in a medium-sized Swedish municipality. Baseline data was collected in 2017 and follow-up data during the fall 2023. Self-rated productivity was assessed by the statements 'I am able to be productive when I work' and 'My work group works cohesively', on a five-graded scale from 'strongly agree' to 'strongly disagree'. Participants also assessed how often they wrote texts and how often they needed to discuss issues with colleagues at work on a five-graded scale (Often, always, sometimes, seldom or never). These assessments were dichotomized in two groups 1) often or always, and 2) sometimes, seldom or never. Paired t-test were used to test changes for the whole group. Independent sample t-tests were conducted to determine how the work tasks affected the change of productivity and collaboration.

*Results:* For the whole group self-rated productivity improved over time (mean 3.8 to 4.3;  $p<0.001$ ), while no changes were found in perceived collaboration (mean 4.2 to 4.3;  $p=0.200$ ). The changes in productivity or perceived collaboration were not explained by the extent to which the respondents indicated involvement in tasks that required text writing or discussions with colleagues.

*Conclusion:* We found that self-rated productivity increased without compromising the experience of team collaboration. The changes were robust both for workers with tasks requiring high cognitive demands (text writing) and for workers that often needed to discuss issues with colleagues. Our findings align with previous research indicating that hybrid work can increase productivity among office workers. Future studies should investigate whether and how contextual conditions such as digital communication and leadership styles mediate productivity and collaboration.

## O68

### **Voice, Choice, and Hours Mismatch: Rostering Control Implications for Nurses' and Midwives' Well-being and Patient Care**

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*Background:* Nursing and midwifery are among the most demanding professions globally, characterised by high emotional labour, heavy workloads and limited recovery time. In Australia, chronic staffing shortages and increasing healthcare privatisation continue to intensify these pressures, making public hospital nurses' and midwives' roles in delivering equitable patient care more critical than ever. Scheduling practices are a core psychosocial exposure for this workforce, with *objective* scheduling features such as longer hours, night shifts, rotating rosters and unpredictable schedules consistently linked to poorer well-being, burnout, greater turnover intentions, and poorer patient safety. However, less is known about how *subjective* dimensions of control such as *voice* (having a say in hours and shifts), *choice* (actual control over hours and shifts), and *hours mismatch* (preferred compared to actual hours), relate to staff well-being, retention and patient outcomes within a single, integrated study.

*Method:* This mixed-methods study addresses this gap by analyzing survey data from over 2,000 nurses and midwives, complemented by 15 focus groups and 5 interviews. We examine: (1) the relationship between voice, choice, and hours mismatch; and (2) how each dimension of scheduling control relates to staff outcomes such as rostering satisfaction, burnout, and turnover intentions, and patient outcomes such as self-reported safe practice. Quantitative analyses assess the relationship between these different dimensions of control, staff and patient outcomes, while the qualitative data provide insight into how nurses and midwives understand and experience rostering control, and the implications for their well-being and capacity to deliver safe patient care.

*Results:* While data analysis is currently underway, preliminary quantitative findings suggest that voice and choice may function as empirically distinct constructs. Of the three control dimensions, choice shows the strongest associations with rostering satisfaction, burnout and safe practice, whereas turnover intentions are most strongly linked to hours mismatch. Early qualitative themes indicate that limited voice, choice and hours mismatch contribute to greater burnout, physical and emotional exhaustion, reduced perceived capacity, and an increased risk to safe behaviours and quality patient care.

*Conclusion:* This study contributes a more nuanced, psychosocially grounded understanding of rostering control by examining voice, choice and hours mismatch within a single, mixed-methods design. The results and conclusion will be finalized before the conference. Implications for rostering schedules, psychosocial hazard management, workforce retention, and organizational approaches to supporting nurse and midwife well-being and patient care will be discussed.

## O69

### **International Perspectives on Policy Implementation for Psychosocial Risk Management in Workplaces**

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*Background:* Despite growing global attention to work-related psychological health, significant discrepancies remain in how national policies are translated and implemented within organizational contexts. This study investigates the strategies employed by regulators and policymakers across diverse national settings to influence the uptake of psychosocial risk management policies. By examining international approaches, the research aims to identify strengths, limitations, and opportunities for cross-national learning and policy innovation. The study is informed by Howlett's policy implementation theory, which highlights the complexity of actor networks, competing priorities, and coordination challenges in policy processes.

*Method:* Qualitative data will be collected during the second 'Global Roundtable on National Policy Approaches for Work-Related Mental Health', convened in December 2025 in Ho Chi Minh City, Vietnam. The roundtable includes expert participants from 14 countries, including senior representatives from regulatory bodies, international organizations, and trade unions. Data sources include recorded discussions, working documents, and observational notes. While the roundtable is a practical activity at the conference, it is also a research project in which ethics has been granted. Further, following the roundtable data generation, a modified Delphi technique will be used to conduct iterative online meetings with participants to refine and validate emerging insights.

*Results:* Data analysis will be finalized prior to the conference. Findings will highlight the specific barriers and facilitators regarding policy implementation from a cross-national

perspective. These may include lack of enforcement mechanisms or training. The Delphi process will refine themes and generate consensus on best-practice strategies for effective policy implementation principles.

*Conclusion:* This study contributes to the advancement of policy implementation theory in the context of psychosocial risk management and offers practical insights for improving workplace conditions. The development of a best-practice frameworks and principles will support policymakers and regulators in designing more effective strategies for translating national policy into organizational practice.

## O70

### **When Successful Prevention Undermines Itself: A Multi-Wave Experimental Test of the Non-Event Effect**

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*Background:* Organizations across sectors depend on employees and decision-makers to maintain adherence to preventive measures that protect health, safety, and operational continuity. Yet, a recurring challenge is that prevention is often invisible: when harmful events do not materialize, individuals may reassess the underlying risk and reduce their support for ongoing preventive actions. This psychological dynamic, referred to as the non-event effect, is theoretically relevant to various workplace domains, including cybersecurity compliance, workplace safety procedures, infection control policies, and psychosocial risk prevention. However, empirical evidence remains scarce. The present study provides an extended conceptual replication of earlier work, employing a multi-wave experimental vignette design to examine how non-events influence preventive intentions over time.

*Method:* Participants (N = 774; data collected in 2025) were recruited via Prolific and randomly assigned to read a series of mock newspaper articles that tracked the evolution of a specific risk over the course of a year. Two between-subjects scenarios were used: a rising cybercrime threat and a foodborne bacterial contamination. In both scenarios, an effective preventive measure was introduced during the timeline. The risk trajectory was manipulated to either decrease substantially (low-risk condition, representing a non-event) or remain high (high-risk condition). We preregistered the hypothesis that preventive intentions would decrease in response to a non-event. Risk aversion, vulnerability, self-efficacy, and trust (in science, politics, and media) were included as covariates.

*Results:* As expected, participants in the low-risk condition reported significantly lower willingness to carry out the preventive measure, to invest organizational research funds, and to support legal obligations. No significant difference emerged for willingness to donate to an NGO. Several covariates showed robust effects, particularly trust in science, trust in media, vulnerability, and risk aversion, indicating that individual predispositions substantially shape preventive behaviour and may buffer or amplify the non-event effect.

*Conclusion:* These findings provide empirical support for the paradoxical non-event effect and highlight a crucial challenge for risk communication and long-term prevention efforts. Organizations often rely on continuous adherence to safety procedures, cybersecurity protocols, and health-related guidelines. However, when such measures successfully avert harm, employees may underestimate the underlying risk and disengage from preventive efforts. For occupational health practitioners, risk communicators, and organizational leaders, these findings underscore the need to anticipate psychological responses to successful prevention and to design communication strategies that maintain awareness and support for long-term risk management.

O71

## From Checkbox to Change: Strengthening Psychosocial Risk Assessment through Research–practice Collaboration

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**Background:** Psychosocial risk assessment (PRA) is a legal requirement in many European countries. In Germany, national guidance issued by the Joint German Occupational Safety and Health Strategy (GDA) specifies the psychosocial factors to be considered (GDA, 2024). In practice, however, PRA is often perceived as a formal compliance task with limited relevance for everyday working conditions. Although research has yielded validated screening instruments and process models, organizations struggle in translating these tools into procedures that are feasible in everyday operations and effective in triggering concrete improvements. Consultation activities conducted by the German Social Accident Insurance Institution for the raw materials and chemical industry (BG RCI) reveal uncertainties regarding PRA and the successful implementation and evaluation of subsequent measures. These challenges mirror broader research gaps, particularly concerning empirically derived risk thresholds and the organizational conditions under which PRA results are most likely to lead to sustainable improvements.

**Method:** To address these issues, a joint research project (2021–2022) collected empirical data from an employee survey (N ≈ 10,000) in companies insured by three German Social Accident Insurance Institutions. Psychosocial risk factors were assessed using the FGBU questionnaire for psychosocial risk assessment, which was developed to measure the GDA-recommended factors reliably and validly (Dettmers & Krause, 2020). The study examined associations between key psychosocial factors (e.g., quantitative demands, role clarity, social support, decision latitude), aggregated at the level of workplace groups, and individual health indicators such as self-rated health, psychosomatic complaints, and work engagement. Building on these results, a follow-up project with a longitudinal mixed-methods design has been underway since early 2025 (until 2027). It combines repeated employee surveys with qualitative case studies (interviews with managers, occupational safety specialists, and employee representatives) to investigate whether the identified relationships remain stable over time and which organizational and process-related factors facilitate or impede the implementation and evaluation of measures based on PRA results.

**Results:** The first project generated empirically derived cut-off values for key psychosocial risk factors that indicate elevated risks for health impairment at the level of workplace groups. These thresholds are based on associations between psychosocial working conditions and health-related outcomes in a large employee sample. The ongoing longitudinal project extends these findings by examining the temporal stability of these associations and by identifying organizational conditions under which PRA results are more likely to lead to sustainable improvements. The combined evidence from both projects is being systematically translated into practice (e.g. development of a digital survey and feedback system that enables risk-oriented reporting at the work-unit level, structured follow-up workshops).

**Conclusion:** The paper discusses how findings from these studies can be used to strengthen PRA in organizations by making research evidence on psychosocial risks practically usable. It highlights key challenges, including balancing scientific rigor with practical simplicity, handling borderline risk levels, and supporting the sustainable implementation of measures. Overall, the projects provide a concrete example of how research–practice collaboration can help move PRA beyond mere compliance towards evidence-informed prevention and healthier working conditions.

**O72**

**From Diagnosis to Intervention: Rethinking Psychosocial Risk Assessment in Contemporary Work in Portugal**

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The evolution of work organization and the progressive adoption of telework, virtual communication, remote work, and other atypical forms of working (significantly accelerated by the pandemic) have brought “psychosocial risks” and, more broadly, “mental health” to the forefront of workplace concerns. These issues, long overshadowed by more visible and readily observable occupational hazards, have recently gained central relevance. Psychosocial risks have introduced a new semantics for phenomena long known within Work and Organizational Psychology, but only recently acknowledged and embraced by companies, legislators, and regulatory bodies. This presentation examines the Portuguese case, where psychosocial risks were only recently incorporated into employers’ legal obligations. This obligation, however, is limited to risk assessment, leaving employers considerable latitude regarding how to assess these risks and what preventive or corrective actions should follow. Despite growing attention to mental health, this visibility has not always translated into a comprehensive understanding of work in its full complexity. Diagnostic practices remain dominated by a generic and often imprecise notion of “risk,” with insufficient distinction between risk factors, risk itself, and the consequences of exposure. Risk assessment methodologies continue to privilege quantitative instruments, which do not always capture the lived reality of workers, and they frequently lead to intervention proposals situated at the margins of work activity. Too often, such interventions focus on strengthening workers’ individual “resilience” or their capacity to protect themselves from exposure to factors that, although not inherent to the concrete activity of work, tend to become normalised.

This communication presents and discusses case studies conducted across various public and private sectors, adopting different methodological strategies. The integrated analysis of these studies highlights the importance of diagnostic approaches that are closely grounded in real work situations, particularly through the use of qualitative and participatory techniques (e.g., interviews, observation, focus groups).

The main conclusion emerging from the comparative analysis of these case studies is the need to adapt diagnostic tools to the singularity of work situations, as an essential condition for designing intervention proposals that adequately address the complexity of the contexts under analysis. Overall, this communication aims to contribute to a multi-level reflection on: (i) the trajectory of psychosocial risks in Portugal since their inclusion in the occupational safety and health legal framework; (ii) the extent to which this trajectory has emphasised diagnosis over intervention; and (iii) the predominance of methodologies that insufficiently capture the real dimensions of work and thus fall short of supporting truly preventive action. In sum, it offers a diachronic perspective on the place of work within the continuum from diagnosis to intervention.

**O73**

**Psychosocial Risk Management in European enterprises: Insights, Drivers and Evolution from the ESENER Surveys (2009–2024).**

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*Introduction:* Small and medium-sized enterprises (SMEs) face increasing internal and external pressures to address psychosocial risks at work. While previous research has focused

predominantly on large enterprises (Jain et al, 2024; Torres et al, 2024), less is known about the drivers that lead SMEs to implement psychosocial risk management (PSR) actions and structured procedures. National legislation (Jain et al, 2022) and labour inspectorates remain key structural enablers, but organizational responses may also be shaped by financial constraints, leadership involvement, and motivational orientations linked to corporate reputation or employee demands. Understanding these dynamics is essential to strengthen participatory interventions and support leadership engagement in SMEs (Nielsen et al, 2025).

*Method:* Using a representative sample of organizations from the four ESENER surveys (2009, 2014, 2019, 2025), we analyzed two types of organizational responses: (a) specific actions (direct interventions implemented in the last three years) and (b) structured procedures (formal systems or policies for PSR). A structural equation model assessed the role of structural conditions (organizational size, labour inspections, and financial situation), top-management involvement, and motivational drivers (legal compliance, reputation, employee requests, labour inspectorate pressure) in explaining these responses. The model demonstrated good fit (RMSEA = 0.043; SRMR = 0.054; CFI = 0.94; TLI = 0.971).

*Results:* Organizational size and labour inspections showed significant positive effects on both actions and procedures, indicating that larger SMEs and those recently inspected are more likely to implement PSR measures. Financial situation was positively associated with procedures but negatively with actions, suggesting that limited resources may encourage symbolic compliance. Top-management involvement emerged as one of the strongest predictors of both actions and procedures, acting as a critical mediator between structural conditions and organizational responses. Motivational drivers such as legal obligation, corporate reputation, and employee demands also contributed positively, while pressure from the labour inspectorate had a comparatively stronger effect on formal procedures.

*Conclusion:* This is one of the first studies analyzing the 4 ESENER waves in relation to the PSR drivers. The findings highlight the central importance of leadership involvement for effective psychosocial risk management in SMEs. Regulatory mechanisms, legal obligations, and inspectorate oversight remain essential drivers, although can led to more formal than real compliance, but organizational motivation—particularly reputational concerns and employee demands—also contributes to greater uptake of PSR actions and procedures. The mixed effect of financial situation suggests that economic constraints shape SMEs' capacity to translate formal commitments into concrete interventions. Strengthening leadership engagement, supporting enforcement mechanisms, and promoting CSR-aligned motivations may enhance the implementation of PSR management across European SMEs.

## **O74**

### **Identity Impacts of Crafting in Multiple Life Domains Among Employees with Chronic Illness: A Mixed Methods Study**

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*Background:* These studies examined the impact of job, home, and leisure crafting on perceptions of positive work identity among employees with chronic mental and physical illnesses. It was hypothesized that all forms of crafting would be positively related to work identity perceptions when examine independently, but it was expected that job crafting would emerge as the strongest predictor when they were examined together. It was also predicted that home and leisure crafting would amplify the effects of job crafting on positive work identity.

*Method:* Qualitative were collected from online focus groups, which consisted of 16 participants recruited through Cloud Connect. Participants varied in terms of both jobs held and chronic

illnesses represented. Quantitative survey data were also collected via Cloud Connect. Crafting measures were collected at Time 1, and two weeks later, positive work identity measures were collected. A total of 365 participants completed both waves of the study; approximately half of these participants reported a chronic physical illness, while the other half chronic mental illness.

*Results:* Focus group data indicated that few participants actively crafted their jobs, although a number of participants revealed that working remotely, or in a hybrid arrangement, helped them to manage their chronic illness. Home and leisure crafting was used primarily for relaxation and recovery. The survey data indicated that all three forms of crafting were associated with positive work identity when examined independently, although job crafting did emerge as a stronger predictor than home or leisure crafting when they were examined together. The moderator hypotheses were not support, either in the full sample, or when the data were analyzed separately for those with chronic mental or physical illnesses.

*Conclusion:* The current mixed methods investigation suggests crafting in both work and non-work domains can effective ways of improving the quality of life for employees with chronic physical and mental illnesses. Job crafting, however, appears to be a more direct way of improving positive work identity among this group. This investigation also found that both home and leisure crafting may also provide some benefit, but the mechanism appeared to be more indirect. Specifically, these forms of crafting may increase recovery which ultimately may lead to higher levels of performance, and because of this, more positive work identity perceptions. We encourage researchers to continue investigating crafting behaviours among employees with chronic health conditions.

## O75

### **Early Identification and Prevention of Mental Health Risks in First Responders: The AMES Wellness Check Model**

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*Background:* The mental health and well-being of police officers and firefighters are vital to maintaining public safety. However, these professionals face elevated risks for a range of psychological and physical health challenges. Despite increasing awareness and institutional initiatives, barriers such as stigma, confidentiality concerns, and limited access to culturally competent care continue to impede help-seeking behaviours. Building resilience through training, enhancing organizational support systems, and fostering culturally responsive behavioural health services are essential for improving readiness and reducing health risks. In response to this critical need, we developed a confidential Wellness Check model to identify early signs of stress, mental health concerns, and both protective and risk factors among first responders.

*Method:* The Wellness Check model integrates a brief self-report screening survey with individualized feedback sessions conducted virtually or in person by licensed clinicians. Drawing on data from organizational health assessments conducted in over 50 departments, as well as a review of the scientific literature, we identified core determinants of health and well-being among first responders. The model's development was informed by consultations with subject matter experts across multiple disciplines, clinical and health psychology, occupational health, social work, and public safety, to ensure contextual and cultural relevance. The confidential survey captures information across four domains: (1) emotional and psychological well-being (e.g., stress, depression, anxiety, suicidality, coping); (2) physical and behavioural health (e.g., sleep, physical symptoms, nutrition, activity); (3) wellness and support-seeking

behaviours (e.g., stigma, help-seeking); and (4) social and relational well-being (e.g., family relationships, social support, spirituality). Each 30-minute one-on-one follow-up session provides tailored feedback and connects individuals with relevant organizational or community-based resources.

*Results:* Preliminary implementation across several departments has demonstrated that Wellness Checks offer a confidential and non-threatening avenue for engagement with mental health professionals. To date, 180 Wellness Checks have been completed across two law enforcement agencies in the southeast of USA. The brief assessment indicated that a substantial proportion of first responders reported being burned out (21%), exhausted (68%), or irritable (59%) often or almost always, as well as experiencing financial stress (28%) and work–family conflict (16%). During the individualized consultations with clinicians, the participants showed a strong willingness to discuss personal, financial, and occupational stressors and were generally receptive to recommended support options. To enhance service access, our team developed and disseminated a comprehensive resource guide for all participating personnel. Distributed via email, QR code, and printed copies, the guide offers a wide range of supports, including mental health resources, and services related to substance use, chronic pain, financial wellness, relationship issues, legal concerns, and grief and loss.

*Conclusion:* The Wellness Check model represents a proactive approach to supporting first responder well-being. The model prioritizes psychological safety, trust, and cultural competence. By normalizing help-seeking and reducing stigma, Wellness Checks strengthen individual resilience and organizational health. As a prevention strategy, they offer a sustainable and adaptable framework for public safety agencies committed to building a healthier and more resilient workforce. During the presentation, we will highlight key implementation challenges and share strategies for effectively engaging both agency leadership and personnel.

## O76

### **Managing Return to Work after Mental Health Issues: A Systematic Review of the Managers' Role**

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*Background:* Long-term work absences due to mental health conditions constitute a major public health concern in Europe. Despite extensive efforts in return to work (RTW) initiatives, 55% of workers experiencing mental health problems make unsuccessful attempts to RTW following long-term leave (Matrix Insight, 2013). This persistent challenge highlights the need to better understand the psychological and organizational factors that enable a sustainable RTW process. While research has traditionally conceptualized RTW as a binary outcome, recent perspectives emphasize it as a dynamic, temporal, and socially embedded process in which managers play a central role (Nielsen et al., 2018, 2023). Yet, empirical evidence on managers' experiences, challenges, and concrete behaviours remains scattered across disciplines and underdeveloped compared to evidence that focused on employees. As a result, we still lack an integrated understanding of the role of managers in supporting employees' RTW following mental-health-related absences.

*Method:* To address these gaps, we conducted a systematic review examining the role of managers in employees' RTW for mental health-related absences. Using a comprehensive set of keywords related to managers, RTW, and mental health, we searched Scopus, Web of Science, and PsycINFO for the title, abstract, and keywords fields of English-language peer-reviewed journal articles that used both qualitative and quantitative research designs. Of the

880 articles initially identified, 69 met the inclusion criteria after duplicate removal, relevance screening, and independent review by the first two authors.

**Results:** The integrative review reveals several key themes. First, perceived managerial support—emotional, practical, and relational—emerges as central in shaping employees' reintegration trajectories. Second, managers themselves face significant strain as they navigate tensions between organizational constraints and employees' individual needs. Third, we found a lack of knowledge, training, and practical tools, leaving managers ill-equipped to handle the complexities of RTW situations. Based on these insights and our systematic review, we propose an integrative framework outlining multilevel antecedents and consequences of managerial involvement in the RTW process. A critical evaluation of theoretical and methodological limitations is also discussed.

**Conclusion:** These findings integrate and enhance our understanding of the understudied role and lived experience of managers in RTW process for employees with mental health issues. The results highlight the importance of considering the insufficient tools, guidance, and training available to managers. This gap can create a vicious circle in which managers feel ill-equipped to support employees effectively, leading to increased uncertainty, stress, and potentially inappropriate behaviours. Future research could explore how targeted managerial training, organizational support systems, and structured RTW can improve managers' support for sustainable RTW outcomes and societal well-being.

## O77

### **Mental Health Supportive-Supervisor Behaviours: Measurement Development and Validation**

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**Background:** Employee mental health needs to be a prioritized workplace concern. Despite widespread research on the importance of targeted supervisor support in reducing mental health risk factors (Hammer et al., 2024a), no comprehensive and validated measure exists to capture specific behaviours to promote employee mental health. To address this gap, we introduce the theoretically grounded construct of Mental Health Supportive-Supervisor Behaviours (MHSSB) (Hammer et al., 2024b). The present research develops and validates a measure of MHSSB, the necessary next step in the research, testing its validity and invariance across two independent samples.

**Method: Study 1: Measurement Development.** The first study was part of a larger randomized controlled trial evaluating supervisor support for mental health training in which the MHSSB was originally developed. All participants (N = 276) were active-duty service members in the United States from 2019 to 2022. **Study 2: Cross-validation.** The second study was a quasi-experimental pre-post-test design to test a non-military version of the training administered in Study 1. This study occurred from October 2022 through May 2023 across four organizations (N = 637). **MHSSB.** Items were developed based on prior research on supervisor support behaviours (Hammer et al., 2009) and mental health awareness (Dimoff & Kelloway, 2016). Subject matter experts refined 18 items to 6 items based on redundancy and theoretical content mapping followed by confirmatory factor analyses. Employees rated the response option that best described the amount of time they felt this way on a 5-point 6-item scale (1 = *strongly disagree*, 5 = *strongly agree*) with a sample item such as "My manager shows genuine concern for my mental health".

*Results:* A single-factor confirmatory factor analysis was performed for the 6-item MHSSBs measure, and results demonstrated excellent model fit across two time points. Invariance testing revealed that the factor structure is sound, and model fit did not decrease, indicating the MHSSBs measure is invariant across time and conditions. A fidelity check with a measure of general supervisor support concluded that the scales were moderately to highly correlated across time and conditions, providing evidence for convergent validity. In the cross-validation a single-factor confirmatory factor analysis was performed for the 6-item MHSSBs measure, and results demonstrated good to excellent model fit across both waves. Invariance testing cross-validated the MHSSBs measure across time and convergent validity was demonstrated with a measure of general supervisor support, demonstrated again that the scales were significantly and moderately to highly correlated, providing evidence for convergent validity.

*Conclusion:* The MHSSBs measure demonstrated excellent psychometric properties, reliability, factor structure, and discriminant validity compared to another general supervisor support across both studies. Future studies should investigate organizational antecedents to MHSSBs and focus on longer-term longitudinal research to establish power of MHSSB to predict key employee mental health outcomes. In sum, our study addresses the need to prioritize measuring employee perceptions of supervisor support for mental health in its specific form, which advances both research and practice.

## O78

### **The Crafting Playbook: Promoting Sustainable Workability for Employees with Mental Health Issues through a Needs-Based Job Crafting Intervention**

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*Background:* The Crafting Playbook is a newly developed open-access digital intervention that translates the Needs-Based Job Crafting (De Bloom et al., 2020) approach into brief, engaging, and evidence-informed Crafting Plays. Each Crafting Play helps individuals to understand, identify the most relevant, and proactively address specific psychological needs through small, intentional adjustments in their daily work routines. These needs are conceptually grounded in the DRAMMA framework (detachment from work, relaxation, autonomy, mastery, meaning, and affiliation; Kujanpää et al., 2020). The intervention is developed collaboratively and co-created by the University of Zurich and the Social Insurance Institution of the Canton of Zurich (SVA Zurich), which provides integration measures such as supportive job coaching for employees and also disability pensions. Positioned within a public vocational rehabilitation system, the intervention illustrates how occupational health psychology research can be translated into scalable practice and aligned with policy-level needs in early work re-integration. The Crafting Playbook aims to support employees who are at risk of labour-market exclusion due to mental health issues. Its primary goal is to strengthen employee well-being, work ability during early vocational rehabilitation, and to foster proactive agency and sustainable work participation. The digital exercises are designed to complement in-person coaching sessions, ensuring that reflection and behavioural change are effectively integrated into everyday life as blended coaching.

*Method:* The Crafting Playbook (Jenny & Bauer, 2024) consists of avatar-supported Crafting Plays. These digital micro-interventions combine concise psychoeducation, guided self-reflection, and small, concrete job-crafting behaviours referring to needs-based job crafting. The ongoing pilot study is conducted within SVA Zurich's job-coaching programme using a mixed-methods design. Quantitative data (N ≈ 60) are collected at two time points to examine changes in recovery from work, self-efficacy, work engagement, work ability, and needs-based

job crafting. Qualitative feedback, collected with innovative speech-to-text technology, captures clients' and coaches' experiences of engagement, usability, and motivational processes. Quantitative analyses apply pre–post models with robust estimation, and qualitative data are analyzed using reflexive thematic analysis to identify mechanisms of change and key implementation conditions.

*Results:* The pilot study and respective data collection are ongoing and will be completed in spring 2026. At the time of the conference, we will present full quantitative and qualitative findings. Preliminary feedback indicates that the Crafting Playbook is perceived as relevant and motivating. Job coaches report that the short, visually appealing avatar design of the app facilitates integration into existing work and coaching routines and is likely to support clients' proactive self-regulation for job retention.

*Conclusion:* The Crafting Playbook represents an innovative digital application of the Needs-Based Job Crafting approach in occupational health practice. It offers employees low-threshold, psychologically need-oriented micro-interventions that foster reflection and small, self-directed adjustments to strengthen well-being and support job retention. The ongoing study will evaluate the feasibility, acceptability, and effects of this approach within a vocational rehabilitation setting. The findings are expected to show how digital, theory-based interventions can complement supported-employment job coaching and promote sustainable employability and well-being, addressing the growing challenge of invalidity pensions regarding mental health issues across Europe.

**O79**

### **A Qualitative Study on the Experiences of Meaningful Work in the Contemporary Workplace**

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*Background:* The contemporary workplace is increasingly undergoing shifts in forms of work which has transformed how we work, and potentially, why we work (Lysova et al., 2023). Meaningful work “arises when an individual perceives an authentic connection between their work and a broader transcendent life purpose beyond the self” (Bailey & Madden, 2017, p.4). Work meaningfulness is a critical subject for organizational scholars and has been found to influence psychological well-being (Lips-Wiersma et al., 2023). Research has shown how the experience of meaningful work occurs through individuals constantly seeking a balance between meeting the needs of the ‘self’ and the needs of ‘others’; and the need for ‘being’ as well as the need for ‘doing’ (reflection and action), resulting in four dimensions of meaningful work (Lips-Wiersma & Wright, 2012). Despite developments in meaningful work literature, many questions remain unanswered, particularly in relation to the context of new forms of employment (Bailey & Madden, 2020). Research on behaviour in the contemporary workplace has shown that workers are increasingly expected to exhibit excessive availability for work (Cooper & Lu, 2019), with pressures to always be available. The concept of excessive availability includes the notions of long working hours, sickness presenteeism, leavism, and teleworking (Cooper & Lu, 2019). The influence of digitization on work-life balance directly affects the meaningfulness individuals derive from their work (Arora & Garg, 2024). With increasingly blurred boundaries between work and non-work domains, workers are more likely to remain connected to work. These patterns may influence how workers balance the tensions between the four dimensions of meaningful work. Therefore, this paper seeks to explore the process through which work meaningfulness takes shape in the contemporary workplace, specifically under varying conditions of availability for work.

*Method:* The research will use qualitative methods (semi-structured interviews) with individuals who experience varying levels of availability for work in their jobs. These interviews will explore how meaningfulness is constructed through participant narratives. Interviews provide rich and in-depth accounts of interviewee experiences, meanings, knowledge, ideas, and assumptions (Creswell, 2013). The sample will include a range of workers from Lebanon, specifically, workers holding full-time jobs across various sectors, industries, job and skill levels, and with varying demographic characteristics.

*Results:* The results of the study will be presented at the conference. These results will contribute to the management literature by developing our knowledge on meaningful work in the context of the contemporary workplace.

*Conclusion:* The study will discuss practical implications which inform the development of managerial practices that account for the impact of excessive availability on workers' meaningful work and well-being, and more broadly, organizational health and performance.

## **O80**

### **How Care Responsibilities Influence Hybrid Work Patterns and Thriving: Perceived Location Flexibility and Job Level Matter**

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*Background:* Hybrid work arrangements offer employees flexibility and can enhance work–life balance, but their impacts on employee outcomes are mixed. Yet, little is known about how hybrid work patterns are behaviourally practiced across different employee groups, particularly between employees with and without care responsibilities. Most existing research focuses on the intensity of remote work and overlooks more nuanced dimensions of hybrid work patterns, such as the consistency of days spent in the office. Drawing on Conservation of Resources theory and the dual pathway model of remote work intensity, this study examines whether employees' care responsibilities influence hybrid work patterns (i.e., intensity and consistency of office attendance), how perceived location flexibility and job level moderate these effects, and how these patterns subsequently shape employee thriving at work (i.e., vitality and learning).

*Method:* This study used objective daily office attendance records from mid-June to mid-September 2023, matched with annual employee engagement survey data collected from late September to mid-October 2023, in an Australian professional services company with a flexible work policy. In total, data from 5,454 full-time employees (47.1% female) were included. Intensity was operationalized as the mean number of office days per week across the three months preceding the survey. Consistency was operationalized as the standard deviation of weekly office days multiplied by minus one. Care responsibilities, perceived location flexibility, job level, and thriving at work (i.e., vitality and learning) were measured by items from the employee engagement survey.

*Results:* Employees with care responsibilities attend the office less but have greater consistency in days in the office each week than those without care responsibilities. These effects were moderated by perceived location flexibility and job level: They were stronger for employees who perceived lower levels of location flexibility and for those in lower-level roles. Fewer office days were associated with lower vitality and learning, whereas attending the office a consistent number of days improved vitality but not learning. Care responsibilities indirectly reduced vitality and learning through fewer office days and indirectly enhanced vitality through greater consistency of days in the office.

*Conclusion:* This study extends understanding of how hybrid work is practiced by employees with and without care responsibilities and highlights the importance of perceived location flexibility and job level in shaping office attendance behaviours. It also advances existing remote and hybrid work theories by emphasizing the critical role of consistency in shaping a thriving hybrid workplace. The findings underscore the need to customize flexible work arrangements for employees with care responsibilities, particularly those with limited control over their work locations or in lower job levels. Organizations and managers can strategically leverage different dimensions of hybrid work patterns to promote different aspects of employee thriving.

## **O81**

### **Psychosocial Risks in Remote Work: A multi-study Report**

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*Background:* After the Covid-19 pandemic, an increasing number of employees continued to work remotely from home. With this shift in work settings, psychosocial job characteristics have changed, raising questions about how risks differ between home and office environments and which additional stressors may arise in remote work. This multi-study report presents findings from two complementary studies addressing these questions.

*Method:* Study 1 compared work-related psychosocial stressors during remote work with those in the regular office setting. Psychosocial risks were assessed with the validated PsyHealth Measure (Schneider et al., 2019) at three measurement points between 2020 and 2022 (N = 1,163 overall). Study 2 aimed to identify additional psychosocial risks specific to home-based remote work. To this end, three structured qualitative workshops were conducted in 2021 with employees whose work involved remote work from home or mobile work. The purpose was to identify stressors beyond those included in existing national guidelines for psychosocial risk assessment. Based on workshop results and literature reviews, items for an additional PsyHealth assessment module were developed and later tested in three pilot studies (total N = 134).

*Results:* In Study 1, t-tests for paired samples revealed significant differences between office and home-based remote work in six of seven categories (e.g., social relations with colleagues and supervisors) across all time points, with work intensity being the only factor without significant differences between job settings. These findings indicate systematic changes in psychosocial job characteristics associated with remote work. In Study 2, fifteen specific stressors related to home-based remote work were identified. These included challenges with technical equipment and infrastructure, communication conditions with the office, availability requirements during remote work, and boundary management between work and private life. Additional stressors involved flexibility demands, organizational challenges, and monitoring. Pilot testing of the newly developed items showed acceptable item difficulties, sufficient item-total correlations, and meaningful correlations with strain indicators such as well-being, supporting the use of the add-on module in future risk assessments.

*Conclusion:* Together, both studies highlight that remote work entails distinct psychosocial stressors that require targeted assessment to identify health-relevant hazards. In addition, tailored preventive measures can be derived, for example by structuring the work organization in a way that e.g., tasks with specific requirements for concentration are better conducted during remote days.

O82

## **Feeling Worse After Doing More: Negative Affect as a Momentary Mediator Linking Technology-Assisted Supplemental Work and Recovery Experience**

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*Background:* Technology-assisted supplemental work (TASW)—performing work tasks on digital devices outside work hours—has become a routine part of knowledge work. Meta-analytic evidence indicates that TASW reliably predicts poorer recovery experiences, particularly reduced psychological detachment; however, it also correlates positively with work engagement and organizational commitment (Kühner et al., 2023). This dual pattern complicates its placement within dominant frameworks such as the Stressor–Detachment Model, the Job Demands–Resources model, and the Conservation of Resources theory. A key unresolved question is why TASW impairs recovery even when it may be motivationally rewarding. A promising direction comes from recent work highlighting the role of negative activation. Negative activation prolongs psychophysiological reactivity to job demands and disrupts the downregulation necessary for recovery processes. Reis et al. (2024) identified negative activation as a momentary mechanism linking daily job demands to impaired detachment. Because TASW extends work-related concerns into leisure time, it may similarly maintain negative activation and interfere with recovery. However, no study has directly tested this mechanism using momentary data. The present study investigates whether momentary negative affect mediates within-day associations between TASW and same-evening recovery experiences.

*Method:* We conducted a 21-day experience-sampling study with six daily assessments among 513 Czech employees (43% women; Mage = 41.7, SD = 9.9), yielding 21,817 observations. TASW was measured using a single momentary item that referenced work-related digital technology use in the past hour. Negative activation was assessed with a bipolar affect slider. Psychological detachment, relaxation, control, and mastery were each measured with adapted single items. Using multilevel structural equation modelling, we estimated indirect effects of TASW on recovery experiences via negative activation, controlling for concurrent and lagged effects to account for temporal ordering.

*Results:* Data analysis is in progress. Preliminary multilevel analyses showed that higher TASW in the past hour predicted higher concurrent negative affect and lower psychological detachment at the subsequent occasion. TASW did not predict next-occasion relaxation, control, or mastery. Higher negative affect at the concurrent measurement was associated with lower recovery experiences. The indirect effects of TASW on next-occasion recovery experiences via concurrent negative affect were statistically significant, although of small magnitude.

*Conclusion:* Our findings offer initial evidence that negative activation is a momentary mechanism through which TASW undermines evening recovery. For relaxation, mastery, and control, this pathway appears fully mediated: TASW predicts these experiences only through its effect on negative affect. For detachment, TASW shows both a direct and an indirect effect, suggesting partial mediation. These results help clarify why TASW functions as a stressor despite sometimes yielding positive motivational outcomes: it prolongs affective activation into leisure time, impeding the shift into restorative states. Practically, interventions that target affective downregulation – not only reductions in TASW behaviour – may be effective in preventing this carryover and supporting daily recovery.

O83

## Occupational Differences in Perceived Organizational Justice in Sweden: Insights From Hybrid and On-Site Work Contexts

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*Background:* Organizational justice, i.e., employees' perceptions of fairness in decision-making, resource distribution, communication, and interpersonal treatment as well as overall justice perceptions, affects health, well-being, and work attitudes. These perceptions not only vary depending on the type of job but also on the possibility to work remotely or in hybrid formats. As a major societal disruption, the COVID-19 pandemic reshaped work arrangements and communication, allowing us to study how justice perceptions may vary across occupations and hybrid work options. During the COVID-19 pandemic, nurses and construction workers faced new on-site challenges, teachers abruptly transitioned to remote work and needed to adapt to new teaching conditions, while IT specialists experienced few changes, since hybrid work was already common before the pandemic. Justice dimensions may be affected differently by possibilities for remote and hybrid work, especially procedural and informational justice are sensitive to changes in communication and decision-making, whereas interpersonal justice is influenced by reduced face-to-face interactions. Examining occupation- and work-arrangement-specific trajectories of justice over time provides insight into how employees experience fairness under varying work conditions.

*Method:* Data were derived from the Swedish Longitudinal Occupational Survey of Health (SLOSH), waves 2018, 2020, and 2022. Respondents who reported working as nurses, teachers, IT specialists, or construction workers in all three waves and provided at least one justice response were included in the sample (n=1010). Overall, procedural, interpersonal, and informational justice were measured at each wave. Generalized estimating equations (GEE) with an exchangeable correlation structure were used to model within-person changes over time, adjusting for baseline age. Interaction terms between wave and occupation were included to examine occupation-specific trajectories.

*Results:* Justice perceptions differed systematically by occupation and justice dimension. IT specialists consistently reported the highest procedural and overall justice, whereas construction workers reported the lowest, with nurses and teachers intermediate. Procedural and overall justice increased slightly in 2020 across all occupations, suggesting resilience in these dimensions despite workplace disruptions. In contrast, informational and interpersonal justice declined over time, possibly reflecting sensitivity to changes in communication and face-to-face interactions. Nurses initially reported the highest informational and interpersonal justice in 2018, but IT specialists surpassed them in 2020, likely due to greater adaptation to remote or hybrid work arrangements. By 2022, fluctuations persisted: IT specialists experienced a decline in informational and interpersonal justice, while teachers showed modest recovery, and nurses and construction workers retained the highest and lowest levels, respectively. These trajectories indicate that occupation-specific task characteristics and work arrangements shaped how different justice dimensions evolved over time.

*Conclusion:* Perceptions of organizational justice vary by occupation, justice dimension, and work arrangement. Procedural and overall justice were relatively resilient, while informational and interpersonal justice were more sensitive to changes in work context. Occupations with higher flexibility or hybrid work arrangements maintained higher justice levels, whereas primarily on-site occupations experienced more pronounced declines. These findings highlight the importance of monitoring multiple dimensions of justice and tailoring interventions by occupation and work context to maintain fairness, particularly in jobs with limited flexibility.

**O84**

**Initiate or React? Opposing Effects of Self-Initiated vs. Other-Initiated Communication on Hybrid Worker Well-Being**

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*Background:* Communication Technologies (CT) are pervasive in modern hybrid work, yet their nuanced impact on employee well-being remains a critical concern for organizational health psychology. While research has linked CT use to outcomes like work-life conflict and telepressure, it often treats CT interactions as a monolithic construct. This study addresses this gap by differentiating proactive, self-initiated CT (SICT) interactions (e.g., sending emails) from reactive, other-initiated CT (OICT) interactions (e.g., responding to calls). Drawing upon Regulatory Focus Theory, we propose that these distinct CT behaviours are driven by different goal orientations (promotion and prevention) and, in turn, have opposing effects on daily employee well-being, including self-esteem, affect, and vitality.

*Method:* A daily diary study was conducted with full-time hybrid workers (N = 298) recruited via the Prolific platform, following an initial screening (N = 430). Over several workdays, participants completed daily measures assessing their SICT and OICT interactions, regulatory focus behaviours (promotion and prevention), and key well-being outcomes (self-esteem, positive and negative affect, and vitality). Data preparation was conducted in SPSS, and the nested data structure was subsequently modelled in Mplus.

*Results:* Multilevel modelling (MLM) was employed to differentiate and analyze within-person (daily) and between-person (average) effects. At the within-person level, daily regulatory focus behaviours (both promotion and prevention) were directly associated with higher daily well-being, particularly positive affect and vitality. However, daily SICT and OICT did not show significant direct effects on daily well-being, nor did they function as daily mediators. In contrast, significant findings emerged at the between-person level. Individuals with a stronger average prevention focus reported engaging in significantly more SICT and OICT. Most notably, average SICT was associated with higher average well-being, whereas average OICT was associated with lower average well-being. Further mediation analysis supported that prevention focus exerts opposing indirect effects on well-being. It is potentially beneficial via higher average SICT but detrimental via higher average OICT.

*Conclusion:* This study emphasises the importance of distinguishing between proactive and reactive CT use. The findings suggest that for hybrid workers, the average pattern of CT interactions, rather than daily fluctuations, is linked to well-being. The opposing effects of self-initiated versus other-initiated communication, where initiating is beneficial and reacting is detrimental, indicates a potential dynamic for managing well-being in the digital workplace. These results indicate that a "one-size-fits-all" approach to managing workplace CT may be insufficient. This could have practical implications for organizations aiming to mitigate the negative health impacts of CT by fostering environments that support proactive communication while managing the burden of reactive demands.

**O85**

**Linking Family-Supportive Organizational Culture, Supervisor Behaviour, and Work-Nonwork Boundary Resources: Longitudinal Evidence from Teleworkers and Office-Based Employees**

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*Background:* Organizations can promote employee well-being by fostering cultures that support balancing work and nonwork demands (Ashforth *et al.*, 2000). Managers also play a central

role, as they translate these cultural norms into daily practices, either reinforcing or undermining them (Hammer *et al.*, 2013). Aligned organizational and managerial family-supportive practices can foster employees' work-nonwork boundary resources and engagement (Bakker & Demerouti, 2007). However, it is under-researched whether in contemporary work settings, particularly comparing telework and office-based settings, culture and managerial behaviours operate and relate to personal resources and engagement differently. We addressed this question by examining cross-lagged models, with family-supportive supervisor behaviour semi-mediating the relationship between family-supportive organization perception and employees' work-nonwork boundary resources and engagement. We also assessed whether these dynamics differed between telework and traditional office settings.

*Method:* A two-wave online survey was completed by 359 employees (mean age = 39.3 years, SD = 12.5; 76.6% women). The survey measured family-supportive organization perception, family-supportive supervisor behaviour, segmentation supplies, the right to disconnect, detachment, and engagement. Cross-lagged multigroup models were tested using Mplus 8.4. Controlling for demographics, family-supportive organization perception was modelled to predict segmentation supplies, the right to disconnect, detachment, and engagement through family-supportive supervisor behaviour. Models were tested for telework and office-based employee groups.

*Results:* Analyses revealed distinct patterns across work settings. In office environments, family-supportive supervisor behaviour at Time1 predicted increased perceptions of organizational support at Time2, but not the boundary-related outcomes nor engagement. For teleworkers, a greater number of significant relationships emerged. Family-supportive organization perception at Time1 predicted higher family-supportive supervisor behaviour at Time2, and family-supportive supervisor behaviour at Time1 predicted increased engagement and segmentation supplies at Time2, supporting semi-mediation. Family-supportive organization perception at Time1 also predicted a higher perceived right to disconnect at Time2. Additionally, detachment at Time1 predicted higher family-supportive supervisor behaviour and organizational support at Time2 in the telework setting.

*Conclusion:* The findings indicate that relationships between family-supportive organizational culture, supervisor behaviour, and work-nonwork boundary resources vary across work contexts. In office settings, established norms and fixed routines may constrain boundary control, limiting the extent to which even supportive supervisors can influence boundary-related experiences or engagement. In contrast, telework appears more sensitive to cultural and managerial influences: supportive cultures enhance boundary resources and engagement partly through supervisors and also directly predicted a strengthened right to disconnect. Overall, family-supportive organizational practices and supervisor behaviour play a more substantial role in telework than in office-based work, highlighting the importance of supportive cultures for contemporary work arrangements.

## O86

### **The Daily Demands-Abilities Fit Cycle—A Diary Study on Fit, Depleted Resources, and Fit Anticipations**

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*Background:* Previous research on person-job fit has shown that employees whose abilities, skills, and training match the demands of their jobs (having high demands-abilities fit) experience higher well-being and perform better compared to employees with a poor match. However, the understanding of antecedents and consequences of demands-abilities fit at the day level remains very limited. Based on fit theory and conservation of resources theory, we

suggest a daily fit cycle in which low demands-abilities fit depletes personal resources and carries over to the following workday. If resources were depleted on the previous workday, there should be few resources available for the upcoming workday, which translates into anticipations of low demands-abilities fit and ultimately, into low demands-abilities fit experiences during the workday.

*Method:* We report findings from a daily diary study with employees from the United Kingdom ( $N = 219$  and  $1,685$  pairs of two consecutive workdays), which included three measurement occasions per day over two work weeks (in the morning, at lunch break, and at the end of work).

*Results:* Multilevel path modelling largely supported our research model: Experiences of low demands-abilities fit during a workday were related to resource depletion (higher exhaustion and lower self-efficacy) at the end of the workday, and this resource depletion persisted until the next morning. Next-morning resource depletion in turn predicted anticipations of low demands-abilities fit for the upcoming workday, which later manifested into low demands-abilities fit experiences. Serial indirect effects of experienced demands-abilities fit on next day demands-abilities fit were significant via low self-efficacy and via exhaustion.

*Conclusion:* Our findings suggest that demands-abilities fit and personal resources are closely interconnected, and that employees anticipate their daily demands-abilities fit states already in the morning before starting to work. With our study, we help to improve the understanding of person-job fit as a dynamic concept: We validate the application of fit theory to the day level, showing that low demands-abilities fit is followed by lower employee well-being. Further, by taking a resource perspective, we highlight reciprocal relationships between demands-abilities fit and personal resources and uncover important mechanisms in the daily fit cycle. Lastly, we extend the daily fit process to morning states that are shaped by prior fit experiences and resources, offering opportunities for interventions and prevention before a bad-fitting workday unfolds.

## O87

### **Work Engagement, Workaholism, and Recovery Experiences: A Reciprocal Model of Work Attitudes and Recovery**

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*Background:* Work engagement and workaholism are distinct yet related forms of work attitude with different consequences for employee well-being. Engaged employees feel energized and fulfilled, whereas workaholics are driven by an uncontrollable urge to work excessively. Both attitudes interact with employees' ability to recover during nonwork time. However, most studies have examined these relationships in one direction, focusing on how recovery influences work attitudes. This study addresses that gap by exploring the reciprocal relationships between work engagement, workaholism, and recovery experiences to better understand their dynamic interplay over time.

*Method:* An online survey was administered to a panel of registered monitors recruited through a Japanese research company. Data were obtained from the 8th wave (T1) and the 10th wave (T2) of a longitudinal study on worker well-being, conducted in July 2022 and June 2023, respectively. A total of 1,364 participants who completed both surveys without missing responses were included in the analysis. This study examined the longitudinal and reciprocal

relationships between recovery experiences (i.e., psychological detachment, relaxation, mastery, and control) and two contrasting work attitudes (i.e., work engagement and workaholism). To capture individual changes in recovery experiences, standardized change scores (T2–T1 residuals) were calculated and incorporated into the model. These change scores allowed us to examine how increases or decreases in recovery experiences over time relate to subsequent levels of work engagement and workaholism, as well as how earlier levels of work engagement and workaholism were related to changes in recovery experiences. The reciprocal paths and change-based effects were tested using structural equation modelling.

**Results:** The findings indicated that not all dimensions of recovery experiences were reciprocally related to work attitudes. Psychological detachment ( $\chi^2(104)=424.92$ ,  $p<0.001$ , GFI=0.96, AGFI=0.95, CFI=0.98, RMSEA=0.05) was not related to work engagement, although it related to future work engagement ( $\beta = 0.10$ ,  $p<0.01$ ). In contrast, mastery ( $\chi^2(104)=419.38$ ,  $p<0.001$ , GFI=0.96, AGFI=0.95, CFI=0.98, RMSEA=0.05) showed no significant relationships with workaholism in both waves, while control ( $\chi^2(104)=439.93$ ,  $p<0.001$ , GFI=0.96, AGFI=0.94, CFI=0.98, RMSEA=0.05) showed a significant relationship with workaholism ( $\beta = -0.14$ ,  $p<0.001$ ) although it not related to future workaholism. Overall, reciprocal relationships were found between work engagement and relaxation ( $\chi^2(104)=435.61$ ,  $p<0.001$ , GFI=0.96, AGFI=0.95, CFI=0.98, RMSEA=0.05), mastery, and control. Whereas for workaholism, only psychological detachment and relaxation demonstrated reciprocal relationships. Additionally, we found that the relation from recovery experiences to work engagement was stronger than the other way around. In contrast, the relation from recovery experiences to workaholism was weaker than the relation from workaholism to recovery experiences.

**Conclusion:** These findings highlight that recovery experiences and work attitudes are interconnected but not uniformly reciprocal. Different recovery dimensions play distinct roles in sustaining positive engagement or mitigating compulsive work patterns. Moreover, the results indicate that work engagement functions more strongly as a consequence of recovery experiences than as their antecedent, whereas the opposite pattern is observed for workaholism. Overall, the results highlight the importance of promoting varied recovery strategies to improve healthy work engagement while preventing workaholism.

## O88

### **Understaffing, Unreasonable Tasks, and Moral Injury: A Within-Person Study of Nurses Shani Pindek<sup>1</sup>, Kailey Meyer<sup>2</sup>, Brent Reed<sup>2</sup>, Maryana Arvan<sup>3</sup>**

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**Background:** Understaffing in healthcare settings is a persistent challenge that extends beyond patient outcomes to deeply impact nurses' ethical experiences and well-being. While previous research has shown that inadequate staffing can lead to exhaustion and burnout, little is known about how these conditions contribute to moral injury, and more specifically, to situations where nurses act against their own moral code. Drawing from the Job Demands-Resources (JD-R) model and extending it to apply for moral injury, this study examines a process model linking weekly fluctuations in perceived understaffing to the assignment of unreasonable tasks (duties that should reasonably fall outside their role or expertise), subsequent self-transgressions (a dimension of moral injury), and downstream nurse outcomes such as turnover intentions.

**Method:** We employed a six-week weekly diary design among 321 registered nurses working in U.S. hospitals (yielding 1,099 observations). Each week, participants reported on perceived understaffing, unreasonable tasks, moral injury (acted immorally dimension), and turnover intentions. Moral injury was assessed using the "transgressions by self" items from Nash et al. (2013), as well as a newly developed ad hoc scale capturing the same construct. Multilevel

modelling with random slopes and intercepts was used to examine within-person associations across weeks, controlling for between-person differences. Group-mean centring was applied to our predictor variable to isolate intraindividual fluctuations over time.

**Results:** Results supported the hypothesized within-person process. On weeks when nurses experienced higher-than-usual understaffing, they reported greater exposure to unreasonable tasks. These increases in unreasonable tasks predicted higher weekly reports of acting in ways that violated personal moral standards. In turn, such moral transgressions were associated with heightened turnover intentions, indicating a cumulative toll on nurses' attitudinal outcomes. The mediation pathway from understaffing via unreasonable tasks and moral injury to turnover intentions was significant. Additionally, the effects replicated when moral injury was assessed using the new ad hoc scale, providing methodological validation for its use alongside the established Nash measure.

**Conclusion:** This study provides novel evidence that understaffing contributes to nurses' moral injury through the mechanism of unreasonable work demands. By adopting a within-person design, we capture the dynamic, week-to-week ethical strain nurses experience when staffing levels are inadequate. Our findings highlight how moral injury, and particularly self-transgressions, emerges not only from traumatic ethical dilemmas but also from everyday organizational pressures that compel nurses to act outside their moral compass. Addressing unreasonable task allocation and ensuring sufficient staffing resources are essential not only for patient care quality but also for preserving nurses' ethical integrity and reducing turnover.

## O89

### **Job Search and Mental Health During Unemployment: Longitudinal Findings on the Impact of Formal and Relationship-Oriented Search Intensity**

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**Background:** Numerous studies have documented the detrimental effects of unemployment on mental health from a longitudinal perspective. However, research on job search intensity during unemployment has largely focused on its role in predicting reemployment outcomes, emphasizing self-regulatory and motivational processes. Findings regarding an effect of job search intensity among unemployed individuals on mental health outcomes are less frequent and not consistent. While meta-analytic evidence based on cross-sectional data suggests a negative association between job search intensity and mental health, the few available longitudinal studies present a more heterogeneous picture – some reporting no effect, and others indicating that increased job search intensity may impair subsequent mental health. Considering the reverse causal direction, evidence suggests that higher levels of positive affect are associated with more intense job search behaviour, albeit not from samples including unemployed individuals. Taken together, these findings point to a research gap concerning the causal relationship between job search intensity and mental health, particularly in longitudinal studies focused on unemployed populations.

**Method:** To address this research gap, we examine the effects of job search intensity on mental health in a longitudinal sample of unemployed individuals in Germany. Of initially N = 1,143 persons who were all unemployed at the first measurement time point, N = 205 people remained in this employment status over a period of 16 months (the first four waves of data collection). Job search intensity was measured using the respective scale identified by Wanberg, Zhang and Dien (2010). Using exploratory factor analysis with oblique rotation, we identified two subscales of job search intensity: Formal (e.g., searching for jobs on the internet or sending online applications) and relationship-oriented (i.e., talking to friends or former

colleagues about possible job leads). Confirmatory factor analysis supported the hypothesized two-factor structure and indicated metric invariance across all four time points. Mental health was measured by the WHO-5 index, which demonstrated partial metric invariance across the four time points. We analyzed reciprocal relationships between the two scales of job search intensity and mental health using cross-lagged panel models.

*Results:* The cross-lagged panel models revealed a positive effect of prior formal job search intensity at time point tx-1 on subsequent mental health at time point tx. Relationship-oriented job search intensity also led to reduced depressive symptoms, although this effect reached statistical significance at only one wave transition. Concerning reverse causation, we found no statistically significant effects of mental health on subsequent job search intensity.

*Conclusion:* Our findings contribute to identifying groups at risk of mental health deterioration during unemployment – specifically, individuals who engage less intensively in job search activities, particularly in formal search efforts. Compared to those with higher levels of job search engagement, these individuals are more likely to experience a decline in mental health over time. These observed associations highlight the potential value of monitoring job search behaviour in order to detect those most vulnerable to psychological distress during unemployment.

## O90

### **Understanding Work-Related Stress in Employees with Chronic Illness: A Resource-Based Systematic Scoping Review**

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*Background:* The growing prevalence of chronic illnesses among workers, along with rising work-related stress in Europe, underscores the need to understand how occupational conditions affect employees with chronic illness (CIEs). These workers face unique, fluctuating, and cumulative demands arising from their symptoms, treatments, and workplace expectations. Many studies have examined work-related stress and chronic conditions separately; however, evidence on how specific work factors contribute to stress among CIEs remains fragmented. Guided by the Conservation of Resources (COR) theory, this systematic scoping review synthesizes and critically appraises existing research to identify individual and work-related stressors and resources that shape strain in this population, thereby informing future occupational health research and policy.

*Method:* The review followed PRISMA-ScR guidelines and was prospectively registered in PROSPERO. Systematic searches in Scopus, PsycInfo, and Web of Science yielded 1,442 records: after title/abstract and full-text screening, 23 studies met the inclusion criteria. Eligible publications were English-language, peer-reviewed empirical studies that examined work-related stress among CIEs and explicitly considered relevant occupational factors. Methodological quality was assessed using the Mixed Methods Appraisal Tool, and certainty of evidence using the GRADE approach.

*Results:* The included studies covered diverse chronic conditions (e.g., arthritis, cancer, diabetes). Most were quantitative and cross-sectional, though qualitative work highlighted important experiential aspects. Drawing on COR theory, we developed a conceptual framework illustrating how personal and work-related resource constraints and job resources jointly shape work-related stress and its associated outcomes. Four clusters of work-related resource constraints emerged: a) job-related factors, including effort–reward imbalance, high job demands, limited job control, and job insecurity; b) psychological factors, including

overcommitment, and uncertainty about future work ability; c) relational factors, including insufficient supervisor/co-worker support, lack of trustworthy substitutes, fear of stigma, and negative consequences of illness disclosure; and d) health-related factors, including the impact of the illness itself, work–health conflict, and difficulty managing symptoms at work. These constraints depleted personal and social resources, heightening vulnerability to strain. Psychological and physical personal resource constraints—including anxiety, catastrophizing, and symptom burden—further intensified stress responses. Conversely, job resources—including temporal substitution, managerial support, and health-inclusive organizational policies—protected against strain by strengthening resource caravan passageways. Only one study examined resource-management behaviours, identifying self-management as a strategy for reducing stress. Background factors—including personality traits, sociodemographic characteristics, and occupational factors—represent underlying resource conditions that shape CIEs’ initial resource reservoirs. Work-related stress was associated with fatigue, pain, depressive and anxiety symptoms, negative mood, cognitive impairment, reduced quality of life, higher perceived need for rehabilitation, turnover intentions, and early retirement.

*Conclusion:* This review offers the first comprehensive synthesis of work-related stress among CIEs, grounded in a COR-informed, resource-based perspective. Findings underscore the need for longitudinal, multilevel, and mixed-method designs to capture dynamic resource loss/gain cycles and call for organizational practices that strengthen support-rich workplaces for CIEs. Ensuring supportive supervision, formalizing timely temporal substitution, and implementing health-inclusive policies can help establish resource caravan passageways that protect CIEs from work-related stress.

## O91

### **Diagnosing Psychosocial Risk Across Levels: A Mixed-Methods Approach**

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With work-related mental health illness pervasively rising, the ILO and WHO have called for greater prevention of psychosocial risk factors as these are among the main causes of impaired occupational health. Existing models of psychosocial risks (e.g., the IGLO model) conceptualise these risks as nested within different organizational levels (task, group, leader, organization), with causes and consequences at each level. However, many diagnostic tools fail to capture this complexity. Consequently, this study examines a multilevel diagnostic tool designed to provide organizations with nuanced information about the presence of psychosocial risks, the specific level at which they manifest, and their potential consequences for occupational health at the individual, group, and leader levels.

We are conducting a two-stage, mixed-methods study within Chilean organizations. The first stage employs a quantitative approach to examine the prevalence of psychosocial risks across different levels. We hypothesize that risks will primarily impact outcomes at their congruent level. For example, task-level risks (e.g., emotional demands) are expected to predict task-level health indicators (e.g., engagement), while team-level risks (e.g., interpersonal conflict) are expected to predict team-level outcomes (e.g., team satisfaction). This multilevel approach provides granular insights for diagnosing occupational health issues.

Following the quantitative stage, the second stage will use focus groups with diverse stakeholders (e.g., administrative workers, professionals, supervisors). Using cognitive mapping as a qualitative technique, we will explore the lived experiences of these groups. This stage aims to move beyond prevalence to identify which psychosocial risks are perceived as

most impactful. While the quantitative data may highlight multiple risks, this qualitative exploration will help prioritize them based on the needs and experiences of organizational members.

By triangulating the findings from both stages, this study will offer a more nuanced understanding of the psychosocial environment. We expect this combined diagnostic information will better equip organizations to design interventions that address the root causes of occupational health issues, rather than just the symptoms. This research contributes to the development of more effective diagnostic tools to support healthier and more sustainable workplaces.

## O92

### **The PATH to Team Thriving: A Multi-level Study of Team Predictors of Well-Being and Performance in Hybrid Work Contexts**

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*Background:* Hybrid and digitally mediated work environments have reshaped collaboration, psychological connection, and support within teams. While occupational health psychology research often prioritises the individual, many critical resources in hybrid work are embedded within the shared team context. Drawing on the Job Demands-Resources (JD-R) model and Conservation of Resources (COR) theory, this study investigates how team-level resources and demands shape well-being and performance. Our model of team thriving, developed through prior published qualitative research, identifies four core dimensions: Purposeful Choices, Aligned Communication, Team Connection, and Holistic Leadership (PATH). This study examines how these shared resources (via the PATH model) contribute to team thriving over time.

*Method:* Part of a larger mixed-methods study, the quantitative phase of this research comprised a three-wave longitudinal survey. The study was conducted over six months with 72 global hybrid teams across 13 industries (n = 329 at T1; n = 247 at T2; n = 155 at T3). Data were collected at both the team member and leader level. Aggregation to the team level was validated using rWG and ICC statistics. Multilevel structural equation modelling (MSEM) will examine relationships among aggregated PATH predictors and team outcomes, including engagement, stress and performance. Analysis also explores differences between high- and low-performing teams and how holistic leadership influences shared resource pathways.

*Results:* Preliminary descriptive and correlational analyses reveal meaningful variability between teams, confirming that shared resource conditions are mixed. Early findings suggest that team connection, cohesive climate, and psychological safety are particularly influential for well-being and performance. Conversely, teams low on these dimensions report higher stress, difficulty controlling work time, and feelings of isolation. Planned MSEM models will test engagement as a mediator and holistic leadership as a moderator of the relationship between PATH resources and performance. Initial directional results suggest that when leaders perceive high resource alignment, the engagement-performance pathway strengthens, potentially creating upward resource spirals. In contrast, misaligned resource conditions may trigger downward spirals marked by disengagement and rising stress.

*Conclusion:* This study is among the first to provide a longitudinal, multi-level analysis of hybrid team thriving, grounded in a context-specific model. By examining team-level resource systems, it advances both theory and practice in occupational health psychology. The PATH model provides actionable guidance for organizations to enhance mental health, relational

quality, and performance in hybrid teams, while also identifying critical risk factors, such as loss of control and social isolation when resources are misaligned or absent. These findings contribute to the design of resilient, psychologically healthy workplaces fit for the future of work.

## O93

### **Psychosocial Safety Climate and Job Satisfaction in the Chilean Educational Context: The Role of Procedural Justice as a Mediator and Emotional Demands as a Moderator** *Viviana Rodríguez*<sup>1</sup>, *Claudia Paz Pérez-Salas*<sup>2</sup>, *Miguel Muñoz*<sup>3</sup>

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*Background:* The well-being of educational staff has gained increasing interest worldwide. However, empirical evidence on how Psychosocial Safety Climate (PSC) influences job satisfaction (JS) remains limited, especially regarding the explanatory mechanisms underlying this relationship. Therefore, this study aimed to analyze how PSC impacts school education staff's JS, considering the mediating role of perceptions of Procedural Justice (PJS) and the moderating role of Emotional Demands (ED).

*Method:* An explanatory correlational study was conducted with 962 workers from public educational workplaces located in the Valparaíso Region of Chile (M=40.6; SD=11.05; 80.5% women). Data collection was conducted through an online survey that included the PSC-12 (14 items), the organizational justice questionnaire (19 items), the CEAL-SM questionnaire and the Utrecht Work Engagement Survey (17 items). Meanwhile, the PROCESS macro (Hayes model 14) was used for data analysis.

*Results:* The CSP significantly predicted higher levels of procedural organizational justice (POJ) ( $b = 0.3926$ ;  $p < 0.001$ ). Furthermore, a conditional effect on job satisfaction was identified based on the levels of ED. In this regard, the POJ  $\times$  ED interaction was significant ( $b = 0.165$ ;  $p < 0.001$ ). Additionally, although the effect of POJ on SL was not significant for workplaces with low ED, it became positive and significant for establishments with medium ( $b = 0.245$ ;  $p < 0.001$ ) and high ( $b = 0.410$ ;  $p < 0.001$ ) ED levels. Lastly, the moderate mediation index was also significant (0.065; 95% CI [0.036; 0.095]).

*Discussion:* These findings highlight that the impact of CSP on JS is influenced by POJ, specifically in medium and highly emotionally demanding educational contexts. Therefore, in these cases, POJ becomes a key resource that should be managed to promote job satisfaction and the overall well-being of educational staff.

*Funding:* This study was funded through a grant from the Chilean Social Security Superintendence (SUSESO) and the Chilean Workplace Safety Institute (IST): SUSESO/IST-45/2021-2023.

## O94

### **How is Finland Doing? Development of Well-being at Work from late 2019 to Summer 2025**

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*Background:* Given the impact of the recent COVID-19 pandemic to the world of work, the present study examines the development of work engagement, job boredom, and burnout during the past 5.5 years to gain insights that can be used to promote employee well-being.

*Method:* The results are based on population survey data collected over four periods from late 2019 to summer 2025 (T1, 2019,  $N=1567$ ; T2, 2021,  $N=1418$ , T3, 2023,  $N=3631$ , and T4,

2025,  $N=3823$ ). The repeated cross-sectional data was analyzed using independent sample  $t$ -tests, to examine the differences in mean levels across time (i.e., between samples). All respondents are employees between the ages of 18 to 65 and the analysis was weighed to strengthen the representativeness of the findings to the Finnish population in terms of age, gender, and residential area.

**Results:** Work engagement has returned to the pre-pandemic level. Work engagement initially remained stable but slightly decreased from T2 to T3 ( $M_{T2}=4.34$ ;  $M_{T3}=4.21$ ,  $p=0.001$ ). After that, work engagement increased to pre-pandemic levels in T4 ( $M_{T4}=4.31$ ,  $p=0.003$ ). Job boredom, however, increased from T1 to T2 ( $M_{T1}=2.89$ ;  $M_{T2}=3.02$ ,  $p=0.014$ ) and remained at a higher level in T4. Similarly, burnout increased from T1 to T2 ( $M_{T1}=2.11$ ;  $M_{T2}=2.19$ ,  $p<0.001$ ) and has remained at the same level in T4. Younger age was associated with lower work engagement and more job boredom and burnout. There were little changes in job resources and demands during the time after the pandemic. The feeling of being heard in the work community has grown slightly between 2023 and 2025 ( $M_{T3}=3.79$ ;  $M_{T4}=3.90$ ,  $p<0.001$ ). However, at the same time, so has the experiences of inflexibility of procedures ( $M_{T3}=2.93$ ;  $M_{T4}=3.03$ ,  $p<0.001$ ) and role conflicts ( $M_{T3}=2.77$ ;  $M_{T4}=2.84$ ,  $p=0.023$ ).

**Conclusion:** There have been minor changes in employee well-being during the past 5.5 years. Nevertheless, work engagement has risen back to pre-pandemic levels, but on the flip side, the experiences of job boredom and burnout symptoms are more common now compared to the initial period before the pandemic. This calls for practices aimed towards reducing job demands, especially inflexibility in work procedures and role conflicts that have become more prevalent during the time after the pandemic. Younger employees are at more risk for lower employee well-being, which calls for targeted practices towards them.

## O95

### Quick Returns – Effects on Sleep, Sleepiness and Cognitive Performance. A Quasi-experimental Field Study

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**Background:** Quick returns (<11h off between shifts) are common in shift work but have previously been associated with shortened sleep duration, sleepiness and increased risks for accidents and mistakes. However, there is a shortage of field studies with a high degree of experimental control as well as studies investigating effects on work performance. The aim of the present quasi-experimental field study was to combine objective and subjective reports to investigate intra-individual differences in sleep, sleepiness and cognitive performance by comparing quick return to day-day transitions.

**Methods:** In the years 2018-2023, 67 newly graduated nurses were recruited from the introductory program at three Swedish university hospitals. In total, 35 completed participation and were followed during two pre-scheduled work periods, with and without a quick return (evening-day-day vs. day-day-day). Both conditions were preceded by a day off work, and the order of the two conditions was randomized across participants. The participants wore an actigraphy wristband during sleep, kept diaries of sleep (Karolinska Sleep Diary) and work, and performed smartphone based cognitive tests three times daily using the Karolinska WakeApp. The cognitive tests measured simple attention, episodic memory (memorizing a list of words) and inhibitory control (Stroop). The data have been analyzed using Bayesian linear mixed models, pre-registered analysis plan: <https://osf.io/kr4su>.

*Results:* Nurses were estimated to sleep 47 minutes (95% CI [68, 26]) shorter during quick returns compared to day-day transitions. Sleep fragmentation (95 % CI [-3.75, 4.45]) and sleep efficiency (95 % CI [-1.6, 0.7]) did not differ between conditions, but the participants reported a reduced sleep quality (KSD-SQI, -0.7, 95% CI [-1.08, -0.34]), were more anxious at bedtime (1.16, 95 % CI [0.78, 1.51]) and felt less rested upon waking (-0.7, 95 % CI [-1.02, -0.37]). During the workday following a quick return, the participants reported increased sleepiness (0.58, 95 % CI [0.18, 0.99]), and there was tentative evidence of lingering sleepiness on the third day (0.43, 95 % CI [-0.09, 0.96]) although estimates of no change were also compatible with data. The performance on tests of simple attention (95 % CI [-3, 20]ms), inhibitory control (95 % CI [-21, 62]ms), and episodic memory (95 % CI [0.07, 0.09], probability of mistakes) did reliably differ between conditions and there were no lingering effects. However, the nurses reported a reduction in cognitive ability during work (-0.95, 95 % CI [-1.73, -0.17]) following quick returns, and there were tentative but uncertain evidence for the potential of lingering effects (-.7, 95 % CI [-1.59, 0.17]).

*Conclusion:* Quick returns are associated with shortened sleep duration, insufficient recovery and increased fatigue among nurses with possible implications for work performance and safety, but nurses seem able to mobilize compensatory resources and maintain performance on short duration tasks. Moreover, shift workers may not be able to fully recover when consecutive dayshifts follow a quick return. Future studies should investigate the safety implications of repeated quick returns and individual differences in tolerance for quick returns.

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## O96

### **Methodological Challenges in Activating Workplace Climate: Evidence From Two Experimental Studies on Community and Turnover Intention**

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*Background:* Workplace climate interventions increasingly rely on brief activation tasks intended to induce communal or agentic mindsets. Although widely used in experimental and field research, the methodological challenges of reliably activating climate-related constructs remain understudied. The present contribution reports two experimental studies examining whether activating workplace communality reduces turnover intention indirectly through organizational identification. Importantly, we focus on methodological issues related to high dropout rates, failed activation, and baseline climate as a factor shaping the success of experimental manipulation.

*Method:* In Study 1 (N = 886), participants were randomly assigned to (a) workplace communality activation, (b) workplace agency activation, or (c) a no-activation control group. Activation consisted of recalling and evaluating a recent workplace event reflecting communal or agentic climate. Extensive screening criteria were applied: participants who failed to recall an appropriate event or rated it as irrelevant were excluded. Before activation, all participants completed a validated measure of perceived communal and agentic workplace climate, allowing the examination of whether baseline climate predicted activation success. In Study 2 (N = 520), only the communality activation and a no-activation control condition were included. As in Study 1, activation success was rigorously screened. In both studies, organizational identification and turnover intention were measured with established multi-item scales.

*Results:* Both studies replicated the hypothesized indirect effect: activation of workplace communality enhanced organizational identification, which in turn predicted lower turnover

intention. Effects for workplace agency (Study 1) were weaker but followed a similar pathway. Crucially, both studies revealed substantial methodological challenges. Dropout and exclusion rates were high (up to 25% dropout and 30% exclusion for failed activation). Analyses of baseline climate showed that participants perceiving low communal climate were less likely to fail the activation task. That is, individuals working in less communal environments were more capable of recalling a relevant communal event, whereas those already experiencing high communal climate were more prone to provide irrelevant or overly positive responses that did not meet manipulation criteria. This pattern suggests that baseline workplace climate functions as a boundary condition shaping manipulation feasibility, dropout patterns, and ultimately sample composition.

*Conclusion:* The findings support the indirect role of workplace communality in reducing turnover intention via organizational identification but simultaneously highlight significant methodological constraints when using recollection-based activation paradigms in occupational research. High rates of activation failure and the moderating role of baseline climate underscore the need for more robust manipulation procedures, improved screening criteria, and careful interpretation of experimental climate interventions. Our presentation will focus on these methodological insights and their implications for future experimental research in organizational psychology.

**O97**

### **Work Environment Determinants of Well-Being in Long-Term Care: Age-Moderated Effects?**

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*Background:* As Finland's population ages, the demand for professional care workers supporting the oldest old continues to grow. Although work in long-term care can be meaningful, it can also be physically strenuous and emotionally taxing. A considerable proportion of Finnish care workers have expressed intentions to leave their current positions, and several studies have linked such turnover intentions to shortcomings in supervision, leadership and broader organizational practices. At the same time, various actors in the field of long-term care have called for closer examination of the psychosocial, managerial and organizational conditions that shape the well-being of care workers across different age groups. Emerging evidence suggests that the needs and expectations of younger workers—and of those transitioning from education to work—may differ from those of mid-career and older workers approaching retirement. This study provides the first systematic analysis in Finland of how psychosocial, managerial and organizational work environment factors are associated with the well-being and turnover intentions of long-term care workers of different ages and generations.

*Method:* A cross-sectional survey for staff working in 85 home care units and 105 units of residential care was collected in 2024–25 in Finland. The study sample was limited to practical and registered nurses ( $N=710$ ). The dependent variables included job satisfaction, stress, and turnover intentions. The independent variables included transformational leadership, interactional justice, team autonomy, team stability [OAO1], job control, participative safety, and social support. Age/generation was used as a moderator, and each interaction was modelled independently. Gender, national background, employment sector, geographical location and other relevant covariates were controlled for.

*Results:* The results demonstrate how age moderates the associations between the independent variables and the dependent variables.

*Conclusion:* The study makes two overarching contributions. First, it provides new empirical evidence on how leadership, interactional and other work environment factors shape care workers' well-being and turnover intentions in Finland, and moreover, shows how these effects vary across age groups, thereby advancing scientific understanding of the age-specific mechanisms underlying work-related well-being. Second, the findings offer valuable insights for system-level development by highlighting the potential need for age-sensitive approaches to management and work organization in long-term care.

## **O98**

### **Clarifying Legal Requirements for the Psychosocial Work Environment in Norway**

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*Background:* Employees in Norway generally report relatively favourable psychosocial working conditions compared to many other countries. Yet, the prevalence of work-related mental health problems, sickness absence and withdrawal from working life due to mental illnesses have all been increasing. The psychosocial work environment affects not only mental health, but also physical health and safety behaviour. Under the Norwegian Working Environment Act, employers are required to ensure that the working environment is fully satisfactory with respect to employees' health and welfare. This also applies to the psychosocial working environment, although this has not been explicitly stated in the legal text. In addition, the Act has contained specific requirements addressing certain psychosocial factors, such as communication, harassment, violence and threats. The requirements have explicitly mentioned only a narrow subset of factors. This contrasts with a substantial research base demonstrating that a wider range of psychosocial factors may pose risks. Based on this, the Norwegian Labour Inspection Authority initiated an assessment of whether the regulatory framework sufficiently supported systematic prevention, and whether clarification was needed to strengthen workplaces' ability to address the psychosocial work environment.

*Method:* The regulatory development process was carried out by the Norwegian Labour Inspection Authority in collaboration with the social partners, the National Institute of Occupational Health (STAMI), and the Ministry of Labour and Social Inclusion. It involved a broad assessment of research evidence, national survey data, organizational experiences, and regulatory enforcement practices. Central questions concerned which psychosocial work environment factors may pose risks, how Norwegian enterprises currently work to prevent them, and how effectively the existing regulations support such efforts.

*Results:* Following the assessment, proposed regulatory changes were drafted, submitted for public consultation, and subsequently adopted by the Norwegian Parliament. New regulations on the psychosocial work environment will come into force on 1 January 2026. The provisions do not introduce new obligations but clarify and make visible requirements that already apply. First, the Act explicitly states that psychosocial work environment factors must be fully satisfactory. Second, it provides examples of factors that were not previously mentioned in the legal text, including workload and time pressure, unclear or conflicting demands, emotional demands, and availability of support in the work situation. The intention is to improve shared understanding and clarity about what constitutes the psychosocial working environment, and which factors organizations should address in their preventive work. The amendments to the Working Environment Act are supplemented with regulatory provisions that clarify and gather requirements on how organizations shall work systematically with prevention, for example by risk assessments and preventive measures.

*Conclusion:* The regulatory changes aim to strengthen organizations' preventive efforts by supporting their understanding of psychosocial work environment and how to address it. Implementation of new regulations is accompanied by national guidance and communication initiatives, as well as labour inspections. The effects will be evaluated through a longitudinal study conducted by the National Institute of Occupational Health (STAMI).

## **O99**

### **Psychosocial Risk Assessment - Research, Regulation and Practice**

Katja Schuller

Federal Institute for Occupational Safety and Health (BAuA), Berlin, Germany

The German Occupational Safety and Health Act obliges employers to design work in such a way that risks to mental and physical health are avoided or minimized. Risks can also arise from the psychosocial work environment. By assessing the risks associated with the work employers must determine the necessary protective measures.

In several research projects, the Federal Institute for Occupational Safety and Health (BAuA) in Germany has compiled knowledge on 1) the health effects of psychological stress (through scoping reviews and epidemiological research), 2) requirements for the consideration of psychosocial risks in occupational safety and health in German regulations and rules (content analytic approach), and 3) challenges for the consideration of psychosocial risks in OSH practice with the help of qualitative research (case study design). This knowledge has been incorporated into policy advice and operational practice in many ways, including through the participation of BAuA experts in the development of the "Recommendations for the consideration of psychosocial factors in risk assessment" of the "Joint German Occupational Safety and Health Strategy," through the new reference book "Avoiding hazards from the psychosocial work environment – work design requirements and design options," which is aimed at occupational safety and health experts in companies and in advisory roles, as well as service providers in this field, and through concrete practical guidance for companies.

This oral presentation will trace the path from research to regulation to operational practice using the example of work intensity—a key factor in preventive work design. The underlying studies, the recommendations of the Joint German Occupational Safety and Health Strategy, key challenges in the development and implementation of design measures at the company level to protect against high work intensity, and the essential work design requirements and design options for protection against hazards from the psychosocial work environment will be presented.

## **O100**

### **Legislative and Enforcement Approaches to Psychosocial Risks at Work in Greece: Compliance Does Not Equal Prevention**

Katerina Georganta

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Psychosocial risks remain a pressing occupational health concern in Greece. As new risks emerge and established ones persist, data indicate that the Greek working population is highly strained, reporting increased fatigue, stress, depression and anxiety. Despite this, Greece consistently ranks poorly, often below the EU-27 average, on awareness raising, information or training, employee representation and psychosocial risk management. Greek legislation addresses psychosocial risks through indirect provisions mainly stemming from ratifying ILO Conventions and applying and transposing European legislation. Law 3850/2010 and Law 4808/2021 (codified in Presidential Decree 62/2025, Labour Law Code) provide the basic

principles of worker protection from psychosocial risks by designating the employer as primarily responsible for ensuring health and safety of workers in relation to all aspects of work including assessment, prevention and limiting of risk. The National Strategy on Health and Safety at Work 2022–2027 explicitly references work stress, bullying, burnout, and emerging risks linked to new forms of work. The most recent Law 5239/2025 clarifies the employer's obligation for risk-assessment, prevention and improvement in working conditions stating several psychosocial issues more explicitly, while paradoxically allowing further extension of working hours.

Recent enforcement data illustrate both progress and persistent gaps. The Independent Department for Monitoring Violence and Harassment, established within the Hellenic Labour Inspectorate in 2021, recorded an increase of complaints since its establishment suggesting growing visibility of the issues. Labour inspection has increased in 2025 but focuses mainly on employment law violations. ESENER 2024 further reveals troubling implementation gaps as Greece records the highest share of establishments with no form of employee representation in Europe and the highest reported lack of expertise.

Greek law remains conceptually fragmented, lacks an explicit coherent definition of psychosocial risks, and concentrates disproportionately on violence and harassment. Enforcement capacity for psychosocial risks remains limited by the absence of assessment tools and by the concentration of trained specialists in central institutions, with limited availability across the rest of the country. Professional infrastructure is limited compared to other EU countries as Greece still relies primarily on occupational physicians and safety technicians. Strengthening Greek policy requires a coherent legal definition of psychosocial risks with concrete examples, practical assessment guidance, periodic national data collection, structural inclusion of work and organizational psychologists, and revitalised social dialogue.

## **O101**

### **Examining the Policy Landscape on Psychosocial Risks at Work in Portugal**

Sílvia da Silva

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This presentation will examine the current policy landscape on psychosocial risks at work in Portugal. It will outline the evolution of national legislation concerning psychosocial risks and mental health in the workplace and will also address the developments within the broader context of the Health and Safety National Strategy for 2026–2027. The communication will include illustrative examples of inspection and prevention initiatives undertaken by the national authority responsible for working conditions. Additionally, it will also consider additional policy relevant actions led by social partners, non-profit organizations, and professional associations. The presentation will conclude with a critical reflection on the current state of the art, identifying persistent gaps and highlighting areas where further policy effort and coordinated action are required.

## **O102**

### **Risk factors... Please stop it. Adopting a Person Centred Approach to Psychosocial Risk Analysis.**

Guy Notelaers

Monstarecon Comm V, Galmaarden, Belgium. University of Bergen, Bergen, Norway

*Background:* A stress RA involves a stepwise approach that commonly includes five steps (Cox & Griffiths, 1995): a) Identify the hazards and those at risk; b) Evaluate and prioritize the risks, c) Decide on preventive action; d) Take action and e) Monitor and review. Although assessing psychosocial hazards and their potential risk has rather a short tradition, Metzler and

colleagues (2019) conclude after comparing four different statistical approaches that Clark and Cooper's (2000) formula to assess risks, was the most promising method to comply with the EU Directive 89/391/EEC. Clearly, at the international, national, regional and branch level, this approach to prioritize risk factors may have its merit. Yet, at the organizational or company level, I argue that its validity is rather limited and may actually hinder setting priorities correctly due to skewed distributions. More interestingly, however, the commonly recommended risk assessment methods are variable-centred approaches that assume homogeneity. They ought to operationalize the concept of risk factor that is deemed to be central in risk management. In this contribution, I question their centrality and will argue that they are rather shaky building blocks for decision makers in risk management. Next to statistical fallacies, the risk factor discourse built upon homogeneity. Yet, stress and ill-health may be explained from different perspectives or theories, meaning that there are multiple roads to understand the development of stress and ill-health. Because there may be considerable unobserved heterogeneity, I propose a person-centred approach to assess risks and to inform prevention.

*Method:* To the present a second order latent class for the identification of both risk factors and – groups. To show that a second-order latent class procedure solves some statistical validity issues that both Cooper & Clark (2000) and Biron and colleagues (2006) have. Finally, the analysis of the latent class clusters has a highly informative value for the adoption of interventions at the company level.

Of the nine organizations where I used this approach, I sampled two organizations to illustrate the usefulness of this approach: a banking sample (n=1433) and a shoe retail company (n=126). All, these organizations used the Short Inventory to Monitor Psychosocial Hazards 5A (Notelaers, 2019) to comply with the Belgian regulatory framework to adopt the European Directive.

*Results:* The identification of the appropriate number of latent class clusters with Latent Gold 5.1 (Magidson & Vermunt, 2018) was straightforward in all of the cases. Of the 8 clusters in the bank sample, there were 3 risk latent class clusters : 5,5% were in the acute problem cluster that matches the demand resources model, 9% had challenges with respect to engagement and resided in the job redesign cluster, 11% had high recovery need and resided in the job demand control cluster. Of the 3 cluster in the shoe retailer sample, a cluster comprising of 12% of the respondents was characterized by lack of engagement being explained by a mismatch between effort and rewards.

*Conclusion:* A second order latent class approach is a suitable alternative for psychosocial risk analysis because its informative value for the development of interventions.

### **O103**

#### **Insights for Bringing Research on Work Design into Practice – Cooperative Development of an Action Guide for Companies**

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*Background:* Work design in case of psychosocial risk factors is a key requirement for companies, which applies in particular to so-called key factors such as time and performance pressure (TPP) or information overload (IO). In practice, however, this requirement is still far too rarely met. Despite the existence of extensive work design knowledge, there is a substantial gap in putting this knowledge into practice. In an application-oriented research project, this gap was addressed through the cooperative development and discussion of an action guide for companies for work design concerning TPP and IO. From the development and discussion process valuable insights into the practical application of the action guide and for bringing research into practice could be gained.

*Method:* Based on an overall thematic analysis of existing work design knowledge concerning TPP and IO, fields of action for the reduction of TPP, IO and prerequisites for work design processes were identified, prepared and published in form of an action guide for companies in a preliminary version in April 2023. This preliminary version was discussed in four expert meetings with participants from human resources, occupational health management, change management, professional associations and scientists from applied research. The discussions were recorded by hand and analyzed thematically. In addition, the action guide was discussed in two online focus groups with operational stakeholders to capture their experiences, needs and the usability of the action guide. The focus groups were video recorded and also analyzed thematically. Based on the results of these intensive discussions, the action guide was revised, further developed, and published in its final version in February 2025. An additional result of the discussions was the publication of two short versions of the action guide in August 2025. Since then, the final versions have been presented and discussed at various events for potential users. Additionally, excerpts of the action guide have been tested in the application.

*Results:* Overall, the feedback for the action guide of the interviewed experts, the operational stakeholders and (potential) users was positive. They valued the content as a rich source of information for work design and regarded the fields of action as a very helpful and inspiring collection of work design options, which can be used for company discussions on work design or for workshops. However, the transfer of work design options to a specific operational situation seems to be a challenge. A solid guidance through the work design process and decision-making aids for the different design options would be helpful to foster the real implementation of work design measures.

*Conclusion:* The action guide is suitable for the initiation and support of work design processes in companies with the aim of reducing the important demands of TPP and IO. Despite this support, implementing work design measures in the workplace remains a challenge that requires considerable time and effort of those involved in the company.

#### **O104**

### **From Research to Policy to Practice: Implementation of Psychosocial Risk Management Interventions in Irish Healthcare Sector - A Multi-level Approach.**

Nodlaig Carroll

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In July 2018 a formal referral pathway was developed under the configuration of Organizational Health to allow managers and services working in the public funded Health Service Executive (HSE) in Ireland, access psychosocial risk management support. Founded on psychosocial risk management standards, frameworks and legislation, work and organizational psychology principals and research, Organizational Health practitioners apply theory, methods and evidence-based research to support managers, groups and teams in preventing, managing and responding to complex psychosocial risks at work. Having conducted internal research and collected data, it was established in 2024 that a Programme of work with a specific focus on primary prevention was required. Working with key stakeholders across national HR including the National Health and Safety Function, a multi-level approach to the prevention and management of work-related stress was prioritized, which would assist the implementation of Psychosocial Risk Management (PRM) interventions across the organization. This Programme of work concluded with the development of a suite of resources to enable manager's move from reactive to proactive, respond to and address WRS risk factors that had the potential to impact negatively on employee well-being, team performance and service outcomes including patient experience.

Resources included an updated policy, landing webpage for WRS, mandatory e-learning Managers Training Programme, risk assessment tools and templates including worked examples, and in-person training workshops to build skills and competence of key personnel across the organization to provide timely support and assistance to managers. Within the first 6 months over 1000 managers completed the online Managers Training Programme and the resources have enabled managers and their teams take a lead role in the mitigating of psychosocial risk factors likely to cause WRS, while also having access to specialist support to address complex psychosocial risk factors for example; longstanding culture and interpersonal risk factors which can be sensitive and challenging for a manager and team to address on their own. The specialist support provides bespoke PRM interventions, designed and based on the manager/team needs. Managers can refer for support by email and/or completing the Organizational Health referral form. Once a referral is received, an initial pre-planning consultation takes place to establish concerns and collect further data on the complex psychosocial risks arising. A draft proposed intervention is signed off and engagement takes place with the wider team(s) and senior managers. Mixed method approaches are offered to collect both quantitative and qualitative data to identify the complex psychosocial work factors, including facilitated discussion forums with the team(s) to clarify causation factors (system, social, design, demands, organization, individual etc.).

Collaboration is an essential step in working with team(s) to identify solutions (control measures) and agree actions and way forward to reduce exposure. Team(s) are left with tailored action plans, signed off and agreed for implementation that focus on 'team readiness' and service improvement. Follow on supports are identified and provided to enable team(s) build resilience which is essential for creating high performing adaptable healthcare team(s) now and into the future.

## **O105**

### **Overcoming the Barriers of Discussing Psychosocial Factors in Workplaces**

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*Background:* Finnish work safety legislation was specified in the summer of 2023 to emphasize employers' responsibility in recognizing, assessing and managing psychosocial workload factors. In our research project "Management of psychosocial factors in occupational safety and health – PsykOSH" 8/2024 – 2/2027 we are studying challenges and working practices of managing and leading psychosocial factors in five Finnish companies. It is already well known that organizations are more capable of managing physical risks than psychosocial ones. The latter are increasing in working life as the intensity and cognitive demands of work are increasing; the working environment is rapidly changing and boundaries between work and free time are fading. However, the practical means of workplaces to handle the phenomenon as well as their efficiency are poorly known.

*Method:* The research data consists of interviews, work safety and work health document analysis and workshops. The data is collected between 01/2025 and 04/2026. The latest date is a summarizing workshop to assess the PsykOSH model that is being developed in the project. The interviewees and workshop participants represented different roles in the organization: staff representatives, middle and top management, HR, occupational safety practitioners. The data has been analyzed using thematic analysis, first of the interviews and documents, the findings of which have been validated in the first workshops. Again, the findings from the first workshop are validated in the second workshop with each company. The third, summarizing workshop in April 2026 will validate the conclusions of all the research and assess the usefulness of the PsykOSH model in overcoming the difficulties in communicating and managing psychosocial factors.

*Results:* Preliminary results show that psychosocial factors are well recognized by the experts in the company but are sometimes difficult to recognize and discuss among the staff and the management. Processes to manage psychosocial factors are in place in the companies studied but understanding how to apply the processes varies. There is a clear need for assessing the effectiveness of the management measures and processes.

*Conclusion:* Psychosocial factors are deeply rooted in the content and organization of work and how each employee experiences them. They are also tightly related to the social relations people have at work. Increasing understanding about psychosocial factors being an outcome of well laid-out working environment is one key to increasing psychosocial well-being at work. Leading psychosocial factors, on the other hand, requires visibility for management to be able to lead the psychosocial safety of their organization.

## **O106**

### **Frontline Voices in Action: Participatory Work Redesign Interventions for Well-being in Disability Care**

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Employee mental health concerns remain a significant concern to the global disability care sector. Driven by increasing job demands and lack of job resources, organizations are facing considerable difficulty protecting employees against psychosocial injury. Accordingly, researchers and industry have called for new studies testing the effects of work redesign interventions as a method to protect mental health and support employee well-being.

In this study, we explore the results of a series of participatory work redesign initiatives in three Australian disability care organizations. Participatory work redesign is a process through which employees are directly involved in each stage of the intervention design, from identifying the problem, developing solutions, implementing action plans, to evaluating outcomes (Nielsen & Randall, 2013). We ground our study in the SMART work design model (Parker & Knight, 2023), using the model as the core framework for exploring challenges and opportunities with frontline disability care employees.

Across three disability care organizations, seven frontline teams (n=36) participated in a series of workshops to understand these their work design challenges and co-create work design solutions. We hypothesize that intervention groups (compared to control) will experience improved SMART work design, particularly in terms of perceived Mastery, Autonomy, Relational, and Tolerable Demands, as well as improved mental health outcomes at time 2 compared to time 1. The analysis will also explore the role that leaders play as an enabling factor in the redesign process. The presentation will discuss the practical implications for redesigning work in the disability care sector.

## **O107**

### **WORC'ing to Develop Respectful & Healthy Workplaces**

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*Background:* Mistreatment in workplaces is an ongoing concern for many organizations, and it can range from low-level behaviours with ambiguous intent to harm, such as incivility (Andersson & Pearson., 1999; Pearson et al., 2000; 2005), to more serious forms of ongoing and targeted bullying and harassment (Vranjes & Lyubkyh, 2021). Many organizations are

challenged to keep up with legislation on fostering safe workplaces free from bullying and harassment. Although leaders recognize the importance of healthy workplaces, many are unsure how to effectively reduce workplace mistreatment. To address mistreatment, we need to understand why uncivil/disrespectful behaviours occur (e.g., feeling pressured, Leiter et al., 2013) for inappropriate work behaviours. Moreover, several 'solutions', such as zero-tolerance policies, may not be effective in the workplace. Research in schools has shown that, although well-intentioned, these policies have the potential to be misused and/or inadvertently target certain groups (Roberge, 2012). Therefore, to effectively reduce and manage mistreatment, we must move away from a top-down 'policing mentality' to a more cohesive, team-aligned behavioural framework. We argue that the most effective way to create respectful workplaces is to focus on the lower-level behaviours before they spiral into more serious forms of mistreatment. Therefore, we integrated a team-based focus based on the CREW program (Leiter et al., 2011, 2012; Osatuke et al., 2009) with an individual support/coaching component to assess whether these combined components are effective in improving civility and reducing burnout.

*Method:* The WORC program is designed to foster respectful work team cultures and support individual skills. We used a wait-list control design, and participants were divided into two groups, with both groups completing the 5-week training at staggered times. During training, participants: (1) completed a 3-hour group workshop; (2) participated in two team sessions to identify team norms/behaviours; (3) participated in individual online coaching sessions to help develop effective goal setting, perspective taking, communication; conflict management skills. Participants were surveyed at three times: (1) prior to any training; (2) between the two training group sessions; and (3) three weeks after the final group completed training. Surveys included measures of incivility (self and team), bullying (self and team), team functioning, and individual well-being.

*Results:* We will conduct MANOVAs to examine differences between the two groups across the three survey times. Expected results would show an increase in civility behaviours and well-being across the training (with control group remaining unchanged from Time 1 to Time 2) and improvements maintained after training.

*Conclusion:* The goal of this study is to (1) better understand the components of mistreatment, especially low-level forms of incivility, and (2) to use the supports and training of the WORC program to help reduce instances of mistreatment, both through team norms and individual skills training. Future research should compare models of mistreatment and assess the comparative efficacy of programs aimed at either lower-level behaviours (such as incivility) or at more serious behaviours (e.g., bullying; harassment).

## **O108**

### **Look on the Bright Side! Experimental Findings on Positive Reflection and Capitalization as Proactive Strategies for Building Well-Being at Work**

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*Background:* Drawing from the Job Demands-Resources and Affective Events theories, we investigated positive reflection and capitalization within a unified framework as proactive strategies that enable employees to regulate emotions and build well-being in response to specific, discrete work events. Having this perspective in mind, we aimed to assess the independent and combined effects of these strategies on affect, work engagement, flow at work, and interpersonal citizenship behaviour. The proposed unified framework supports the idea that employees can actively construct meaning from emotional experiences, either through internal affective processing (reflection) or through interpersonal sharing (capitalization).

*Method:* We conducted two progressive 2x2 experimental designs on employees. Experiment 1 (N = 191) used video vignettes depicting discrete work events in a typical workweek to capture the effects of positive (or negative) reflection and capitalization (present vs. absent). Experiment 2 (N = 164) used an interactive marshmallow tower-building task to capture the cumulative effects of positive reflection and capitalization (positive reflection vs. positive reflection with capitalization) and work type (individual vs. team) in a controlled laboratory setting.

*Results:* Experiment 1 provides evidence of the underlying mechanisms by which employees engaging in positive reflection show higher work engagement, positive affect, flow at work, and interpersonal citizenship behaviour than those engaging in negative reflection. Additionally, capitalization lessens the impact of negative reflection. Interaction effects were not observed, meaning that these two strategies may unfold in parallel in the short term; synergistic effects might be observed only through repeated practice over time. Experiment 2 highlights that positive reflection combined with capitalization fosters greater work engagement. Although no interaction effects were observed between positive reflection, capitalization, and the type of work, the possibility that such effects may emerge in preexisting teams cannot be ruled out.

*Conclusion:* The experiments provide causal evidence on the short-term and potentially synergistic effects of positive reflection and capitalization in organizational settings. Hence, we offer initial empirical support for the combined use of these proactive strategies as mechanisms for building psychological and social resources at work and generating well-being. To the best of our knowledge, this is the first study that has examined these strategies simultaneously using an experimental methodology and adds causal evidence for the relations between them and well-being.

## O109

### **What We Value at Work: Understanding Identification and Commitment Through Employees' Guiding Principles and Identity Leadership**

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*Background:* Shared values within organizations play a vital role in fostering employee well-being, meaningful work, and social cohesion. This study explores how individual work values, conceptualized as a contextualization of the Theory of Basic Human Values, interact with the broader organizational context to shape employees' organizational identification, commitment, and job satisfaction. We focus on organizations' values that foster psychological empowerment. Drawing on the social identity approach to leadership, we also examine how leaders' identity-based behaviours moderate these relationships. We analyze whether establishing a shared sense of "we-ness" from a leadership perspective can compensate for low identification with the organization itself.

*Method:* Data are being collected from approximately 50 organizations from diverse industrial backgrounds, with employees nested within these organizational units (data collection is ongoing). This enables the examination of how organizational values influence individual outcomes by modelling the hierarchical nature of the data. We apply multilevel modelling to test cross-level interactions between shared organizational value priorities (Level 2) and individual-level predictors and outcomes (Level 1), including personal work values, identity leadership, and related work attitudes. Congruence effects will be analyzed using polynomial regression and response surface analysis, accounting for the hierarchical data structure. Moderation will be evaluated using the effect size  $R^2_{mo}$  and simple-slopes analyses.

*Hypothesized Results:* Based on theory and prior findings, we expect differential congruence effects aligned with the circumplex structure of work values. In the space defined by Self-Transcendence vs. Self-Enhancement and Openness to Change vs. Conservation, we hypothesize conflicting associations between work values, organizational culture, and identification. Furthermore, we hypothesize that identity leadership moderates the association between organizational identification and the outcomes of job satisfaction and commitment.

*Conclusion:* Our findings are expected to offer actionable insights for organizations seeking to improve employee well-being and inclusion. Specifically, aligning identity leadership strategies with employees' work values and the broader organizational culture may enhance commitment and cohesion. Leadership development efforts should therefore include a focus on value-sensitive, identity-building practices.

## O110

### **Career Crafting and Work Engagement: The Mediating Effects of Person-Job Fit and Meaningfulness of Work**

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*Background:* In today's dynamic labour market, employees are increasingly expected to take proactive responsibility for shaping their own careers. Frequent organizational changes, technological advancement, and evolving job structures require individuals to continuously adapt their professional paths to maintain alignment with personal values, skills, and goals. Within this context, career crafting has emerged as a key concept, referring to a set of self-initiated, proactive behaviours aimed at achieving congruence between one's career and personal needs, values, and interests. Prior research has shown that such behaviours enhance well-being, performance, and perceived career success. However, the mechanisms explaining how career crafting influences work engagement (a positive, fulfilling state of vigour, dedication, and absorption) remain underexplored. Drawing from the job demands-resources model and evidence on job crafting, this study examined whether person-job fit and meaningfulness of work mediate the relationship between career crafting and work engagement.

*Method:* A cross-sectional study design was employed, involving a sample of 213 Romanian employees working full-time across various occupational sectors. Participants completed an online questionnaire that included measures of career crafting, person-job fit, meaningfulness of work, and work engagement. Data were analyzed using path analysis conducted in Mplus (version 7), with 5,000 bootstrapped samples to test both direct and indirect effects.

*Results:* The results revealed significant positive correlations between all four dimensions of career crafting and work engagement, meaningfulness of work, and person-job fit. The path analysis confirmed that career crafting exerted both direct and indirect effects on work engagement. The total effect of career crafting on work engagement was significant ( $\beta = .51, p < .001$ ), as was the direct effect ( $\beta = .22, p < .001$ ). The overall indirect effect ( $\beta = .29, p < .001$ ) was also significant, with three distinct mediating paths identified. Specifically, career crafting influenced work engagement indirectly through person-job fit ( $\beta = .13, p < .01$ ), through meaningfulness of work ( $\beta = .09, p < .01$ ), and through a sequential pathway combining both mediators ( $\beta = .07, p < .01$ ). These results showed that person-job fit and meaningfulness of work act as partial mediators in the relationship between career crafting and work engagement, suggesting that individuals who shape their careers proactively are more likely to feel aligned with their professional roles and to perceive their work as meaningful, which in turn enhances engagement.

*Conclusion:* The findings provide both theoretical and practical implications for understanding how proactive career behaviours foster employee engagement. From a theoretical standpoint, the study extends existing literature on career self-management by identifying person-job fit and meaningfulness of work as key explanatory mechanisms linking career crafting to work engagement. From a practical perspective, the study underscores the potential of career crafting interventions to promote engagement and well-being in organizations. By encouraging employees to redefine their career goals, expand professional networks, and reflect on the personal significance of their work, career crafting interventions represent a valuable strategy for developing a more adaptive, engaged, and resilient workforce in the modern labour market.

**O111**

### **Understanding Leaders' Recovery: A Daily Diary Study on Leadership-Specific Work Characteristics**

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*Background:* Leader well-being represents a critical, yet under-researched, factor for healthy and effective workplaces. It relates to how leaders and others function, to organizational outcomes, and to leaders' own long-term health and motivation. Recovery plays a central role for maintaining well-being, as it allows the restoration of energy and psychological resources that become depleted during work. Prior studies consistently link daily recovery experiences to fluctuations in well-being, motivation, and work-related behaviour, both within and across days. Research has further documented that leaders' daily recovery corresponds with their leadership behaviour and, indirectly, with their subordinates' performance, well-being, and recovery. Despite this growing attention to the consequences of leaders' recovery, its antecedents have not yet been systematically explored. The present study aims to address this gap by applying the stressor-detachment model to leaders as a specific occupational group. Leaders occupy a distinct position in organizations: they are exposed to unique stressors, such as complex decision-making, coordination efforts, intraorganizational role spanning, or high availability expectations. At the same time, they often possess particular resources, such as job control, autonomy in decision-making, access to social support from peers and higher management, and opportunities for influence and skill use. The combination of such leadership-specific work characteristics is likely to shape recovery-related experiences, including psychological detachment, relaxation, rumination, and problem-solving pondering during off-time. Additionally, individual characteristics likely play a role in shaping leaders' daily recovery experiences, such as mindset, boundary management preferences, or recovery self-efficacy, alongside factors like leadership experience, job level, and gender. Integrating the stressor-detachment model with this leadership-specific context, we aim to refine the understanding of recovery as a dynamic process influenced by both situational and person-level conditions.

*Method:* We will conduct a daily diary study with leaders to capture short-term fluctuations in leadership-specific work characteristics and recovery experiences. Self-rated work characteristics and leadership behaviours will be measured at the end of each workday, while recovery experiences, recovery-related behaviours, and well-being indicators will be assessed at bedtime. We will apply multilevel analyses to account for the nested data structure of days within leaders. Data collection is planned for early spring 2026 so that results can be presented at the EAOHP Conference.

*Results and Conclusion:* We will discuss the findings in light of practical and organizational implications for promoting leaders' recovery and well-being. Rather than focusing on individual-

level interventions (e.g., mindfulness or self-management training), we will emphasize how leadership positions themselves can be structured to facilitate recovery. This perspective may encourage organizations to rethink the design of leadership roles, such as through shared or duo leadership models, to create sustainable, health-promoting working conditions for leaders. In turn, such conditions may help organizations provide leadership roles that remain attractive and viable over time while supporting the well-being of leaders, teams, and organizations.

## O112

### **Too Much of a Good Thing? A Three-Wave Study of Curvilinear and Moderating Effects of Work Engagement on Job Demands and Burnout**

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*Background:* In line with the Job Demand-Resources (JD-R) model, physicians with high work engagement tend to cope more effectively with demanding work situations. However, the potential negative aspects of work engagement in relation to the JD-R model and among physicians have not been explored. This study aims to investigate if 1) a curvilinear association exists between work engagement and burnout, and 2) if work engagement moderates the relationship between job demands (quantitative demands, and effort-reward imbalance) and subsequent burnout complaints.

*Method:* This longitudinal observational panel cohort comprises approximately 1649 physicians who responded at two time points (T1: 2022; T2: 2023 and T3: 2025) to the Longitudinal Occupational Health Survey in Healthcare Sweden (LOHHCS). The Burnout Assessment Tool (BAT-12) was used to assess burnout complaints. Furthermore, quantitative demands and work engagement were measured using validated items from the Copenhagen Psychosocial Questionnaire III (COPSOQ III), and effort-reward imbalance was assessed using the Effort-Reward Imbalance Questionnaire by Siegrist. First, both linear and quadratic terms of work engagement will be included to test for curvilinear associations with subsequent burnout. Moderation analyses will further test whether work engagement buffers or amplifies the longitudinal effects of job demands on burnout, controlling for baseline burnout and relevant covariates. Lagged modelling will be employed, using predictors at each wave to forecast burnout at the subsequent wave, ensuring temporal precedence.

*Results:* Preliminary results among primary care physicians using two time points show a statistically significant U-shaped association ( $B=-0.071$ ,  $p=0.011$ ) between work engagement and follow-up burnout complaints after adjusting for confounders. Work engagement acted as a moderator, amplifying the negative effects of illegitimate work tasks ( $B = 0.101$ ,  $p\text{-value} = 0.006$ ) and effort-reward imbalance ( $B = 0.126$ ,  $p\text{-value} = 0.007$ ), respectively, on burnout complaints at follow-up. In time for the conference, updated results with all physicians will be ready.

*Conclusion:* Our study demonstrates that work engagement may have a protective impact on the demands-burnout relationship to a certain extent, after which it may instead amplify this adverse link. This finding underscores the need for a contextual consideration of the proposed positive elements of the established J-DR model.

O113

## To Be, or Not to Be... Engaged! Revealing the Mystery of Global Work Engagement: A Cross-Cultural Study

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*Background:* Modern work life is increasingly shaped by globalization and a more diverse workforce. As employee engagement remains a key priority for many internationally operating businesses, there is a growing need for cross-cultural studies on work engagement and its antecedents to better inform corporate policies. The present study aimed to examine two aspects: (1) the effect of personal resources—specifically perfectionism (strivings and concern) and occupational self-efficacy (OSE)—on work engagement at the individual level, and (2) the influence of national-level cultural values, namely individualism–collectivism (I–C), on OSE and work engagement using a large global sample spanning 85 cultures across six continents.

*Method:* Analyses were conducted in R (version 4.5.1; R Core Team, 2022). A two-level random-intercepts multilevel Structural Equation Model (SEM) was estimated using the lavaan package (version 0.6.20). Cross-cultural differences were assessed using Minkov's Individualism–Collectivism (I–C) classification. Missing data was handled listwise. The data set initially comprised 30,358 observations from 85 cultures. Of these, 4,357 observations (16 cultures) were excluded because they lacked Minkov's I–C classification, and an additional 704 observations were removed due to missing values. The final analytical sample consisted of 25,297 individuals nested within 69 cultures.

*Results:* The multilevel SEM demonstrated excellent model fit. At the individual level, both dimensions of perfectionism were significantly associated with work engagement via dual pathways. Perfectionistic strivings were positively associated with both occupational self-efficacy and work engagement, whereas perfectionistic concern was negatively associated with both outcomes. Occupational self-efficacy mediated these relationships, indicating that perfectionism relates to engagement through both its association with workplace confidence and other direct pathways. At the country level, a different pattern emerged. Cultural individualism showed a strong negative association with occupational self-efficacy but no significant direct association with work engagement. Instead, the relationship between individualism and engagement was fully mediated by self-efficacy, suggesting that more collectivistic cultures are associated with higher workplace confidence, which in turn relates to enhanced work engagement. Across both levels, occupational self-efficacy emerged as a critical mechanism linking personal and cultural factors to work engagement.

*Conclusion:* This study advances cross-cultural work engagement research by demonstrating that cultural individualism relates to engagement solely through lower occupational self-efficacy, whereas individual perfectionism shows both indirect effects through occupational self-efficacy and direct effects independent of self-efficacy. Practically, this suggests that improving work engagement requires strengthening employees' confidence in their ability to manage work tasks effectively, but how this is achieved may need to vary depending on cultural values and norms. Theoretically, the findings underscore the importance of incorporating cultural dimensions such as individualism–collectivism to better explain how employees perceive and respond to work globally. These insights are particularly relevant in today's globalized work environment and can guide international organizations in fostering engagement among increasingly diverse workforces.

O114

## **Shaping Care from Within: How Job Crafting Supports Mental Health and Ethical Practice among Long-Term Care Home Workers**

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*Background:* Long-term care home workers (LTCHW) operate in emotionally demanding environments characterized by high workloads, limited autonomy, and chronic undervaluation. These conditions expose workers to emotional distress and increased risk of burnout, while simultaneously requiring them to maintain empathy and relational presence. Existing research suggests that job crafting can enhance well-being and person–job fit. However, little is known about how job crafting unfolds in elder care contexts or how organizational conditions enable or constrain it. Furthermore, research rarely considers the ethical dimension of proactive work adaptation, despite the moral intensity of care work. This study explores how LTCHW craft their jobs, how context shapes these practices, and how such adaptations support mental health and moral continuity.

*Method:* We conducted semi-structured interviews with 15 LTCHW in a Spanish long-term care home. Participants represented diverse professional roles. Interviews explored job crafting behaviours, organizational enablers and constraints, and subjective experiences of care delivery. A hybrid thematic analysis was applied, combining deductive coding based on the four dimensions of job crafting (increasing structural resources, increasing social resources, increasing challenge demands, decreasing hindering demands) with inductive analysis capturing emergent themes related to emotions, ethics of care, and organizational dynamics.

*Results:* Participants engaged in all four dimensions of job crafting. Structural crafting included task prioritisation, schedule adjustments supporting work–life balance, and efforts to develop skills beyond formal requirements. Social crafting involved seeking practical and emotional support, collaborative problem solving, and emotionally reciprocal relationships with residents. Challenge-oriented crafting manifested in assisting coworkers and assuming extra responsibilities to sustain care continuity. Workers also described strategies to reduce hindering demands, such as anticipatory planning, cognitively reframing stressful events, modifying routines to preserve resident comfort, and managing conflict directly. These behaviours supported workers' mental health by fostering meaning, emotional balance, and agency. Job crafting also helped LTCHW sustain moral coherence, preserving dignity and mitigating emotional strain. Organizational conditions strongly shaped these practices: flexible scheduling, team cohesion, participatory communication, and managerial trust promoted autonomy and psychological safety, while perceived inequity, insufficient recognition, communication gaps, and distrust in leadership constrained proactive behaviours and contributed to distress or emotional withdrawal.

*Conclusion:* Job crafting offers a key pathway for LTCHW to sustain mental health and caregiving commitments in emotionally demanding settings. By proactively adapting tasks, relationships, and interpretations, workers preserve well-being, relational presence, and moral integrity, even amid resource constraints. These findings align with the 2026 EAOHP theme, highlighting the need to translate evidence on proactive work design into organizational practices that protect mental health across care contexts. Strengthening autonomy, recognition, and participatory communication can help embed job crafting in daily practice. Such efforts also support SDG 3 and SDG 8 by fostering healthier working lives and more humane care. Supporting job crafting is therefore central to building ethical, resilient organizational cultures capable of delivering high-quality care.

O115

### **Dyadic Similarity in Individual Differences: A Meta-Analysis of Surface- and Deep-Level Similarity, and Work Outcomes**

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This meta-analysis provides evidence for the association between deep-level and surface-level similarity and work outcomes. We performed a random-effects analysis for the 76 reports and 82 independent samples identified through a systematic search. We found significant large effect sizes between satisfaction with mentor ( $r = .548$ ), emotional exhaustion ( $r = -.505$ ), and deep-level similarity. We found significant medium to large effect sizes in the relationships between LMX ( $r = .461$ ) and deep-level similarity. We also found significant medium effect sizes in the relationships between CWB ( $r = -.335$ ), job performance ( $r = .315$ ), job satisfaction ( $r = .365$ ) and deep-level similarity. Significant small to medium effect sizes were found between work engagement ( $r = .256$ ) and deep-level similarity, as well as between CWB ( $r = .357$ ) and surface-level similarity. Finally, we found non-significant associations between OCB and deep-level similarity, as well as between job performance, job satisfaction, LMX, OCB, organizational commitment and surface-level similarity. Theoretical and practical implications of between-person differences in relation to feedback reaction are discussed.

O116

### **How Daily Social Connectedness, Leadership, and Work Location Shape Intrinsic Motivation and Work-Life Balance**

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*Background:* Intrinsic motivation is a central driver of employee performance, learning, and well-being. However, despite its relevance, little is known about how intrinsic motivation fluctuates on a daily basis and how it affects the interplay between work and private life in contemporary work environments. Building on Self-Determination Theory (SDT), we propose that on days on which employees are intrinsically motivated at work, they are more likely to positively reflect (e.g., recalling positive work events or re-evaluating work experiences) on their work during leisure time. This, in turn, will positively affect their daily perceptions of work-life balance. At the same time, although remote work often is introduced as a means to support employees' work-life balance, working from home may reduce daily experiences of social connectedness, a key psychological need according to SDT, and thereby decrease daily intrinsic motivation which in turn will have negative effects on positive work reflection and perceptions of work-life balance in the evening. Conversely, daily transformational leadership (as an employee-oriented leadership style) should foster social connectedness, regardless of whether work is performed on-site or from home.

*Method:* We conducted a five-day diary study with 134 full-time employees who worked under a direct supervisor and were regularly able to work remotely. Participants completed a general baseline survey and daily questionnaires after work and in the evening. The daily measures included intrinsic motivation, social connectedness, transformational leadership, positive work reflection, and work-life balance. We used multilevel regression analyses to test our hypotheses. All predictor variables were centred around their respective group mean. Separating after work and bedtime measures allowed us to examine the day-specific mechanisms linking motivation after work and positive and work-life balance at bedtime.

*Results:* On days when employees reported higher intrinsic motivation, they engaged in more positive work reflection during the evening, which in turn predicted higher levels of work-life balance. As predicted, working from home was associated with lower social connectedness and, in a further step, with reduced intrinsic motivation. In contrast, daily transformational leadership was positively associated with social connectedness and intrinsic motivation, demonstrating beneficial effects independent of work location. The results consistently identified positive work reflection as a key mechanism explaining how intrinsic motivation translates into more favourable perceptions of work-life balance.

*Conclusion:* This study underscores the importance of daily intrinsic motivation for promoting work-life balance via positive cognitive reflection processes. While remote work may challenge intrinsic motivation by limiting opportunities for social connectedness, transformational leadership can enhance employees' sense of social integration and support motivation on a daily basis. These findings offer practical implications for organizations with flexible work arrangements, highlighting how fostering daily social connectedness can support intrinsic motivation and ultimately contribute to employees' daily sense of work-life balance.

## O117

### **Daily Workaholism and Depressive Symptoms in Early-Career Knowledge Workers: an Investigation of the Role of Daily Supervisor Workaholic Behaviour**

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*Background:* Workaholism has been found to be related to several negative consequences for the health and well-being of individual workers. Workers' experience of workaholism may be shaped by their direct supervisor via different mechanisms. One such mechanism may be trait activation, the process by which individuals express their traits when presented with trait-relevant situational cues. A situation is relevant to a trait to the degree it offers an opportunity for trait manifestation. Managers and supervisors report high levels of workaholism. Therefore, the supervisors' workaholic behaviour may act as a powerful situational cue that may lead to workers' workaholism, in this way contributing to increasing the prevalence of the phenomenon within organizations, with significant implications for the health and well-being of workers.

*Method:* To test the above ideas, we focused on a sample of 140 early-career workers, who may be particularly susceptible to changing their cognition and behaviour during their organizational socialization process or due to career ambitions. Specifically, we examined their day-level workaholism as a function of the same-day level of workaholic behaviour (i.e., working excessively - the behavioural and observable component of workaholism) attributed to their supervisor. We also examined whether the day level of workaholism experienced by the worker was related to his/her level of depressive symptoms, therefore testing a mediation chain initiated by supervisor-attributed workaholic behaviour. Depressive symptoms are prevalent among young workers, may be influenced by working conditions, and may open the way to diagnosed depression. We followed participants for two consecutive working weeks and measured the supervisor-attributed workaholic behaviour during the working day (i.e., at lunchtime, with a focus on the supervisor's morning behaviour), the worker's workaholism at the end of the working day, and depressive symptoms in the evening before going to bed. We tested the mediation model with Mplus (Bayes estimation) at the day and person levels.

*Results:* Preliminary results indicate that, at the day level, supervisor-attributed workaholic behaviour relates to workers' experienced workaholism and depressive symptoms. Workers' workaholism does not relate to workers' depressive symptoms. At the person level, supervisor-

attributed workaholic behaviour relates to workers' workaholism, and workers' workaholism relates to their depressive symptoms, therefore supporting the postulated mediation chain.

*Conclusion:* Managers constitute a well-known risk group for workaholism. The present study provides evidence that managers' workaholic behaviour may be implicated in the 'activation' of workaholism in the (younger) supervised employees. Additionally, managers' workaholic behaviour may significantly affect the mental health of their young collaborators by fuelling directly or indirectly depressive symptoms.

**O118**

### **Unpacking the Performance Costs of Workplace Telepressure: Differential Pathways to Task Performance and Organizational Citizenship Behaviours**

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*Background:* Information and communication technologies (ICTs) such as email, text messaging, and instant messaging platforms have transformed the pace and structure of work communication. These technologies facilitate rapid information exchange but also inundate employees with a constant stream of messages and interruptions (Glaveski, 2019; Microsoft, 2025; Plummer, 2019). While ICTs are designed to enhance productivity, they can simultaneously impose psychological demands. One construct capturing these pressures is workplace telepressure - the preoccupation with and urge to respond promptly to work-related communications (Barber & Santuzzi, 2015). Research on workplace telepressure has largely examined its adverse effects on employee well-being (Page et al., 2021), recovery experiences (Barber et al., 2019; Hu et al., 2019), and work-family outcomes (Kao et al., 2020), showing consistent negative consequences across these domains. Less attention has been given to its impact on job performance. Our study extends the workplace telepressure literature by examining its relationship with two key performance outcomes: in-role (task) performance and extra-role performance (i.e., organizational citizenship behaviours, OCBs). Drawing on Job Demands-Resources (JD-R) theory (Bakker et al., 2017), we conceptualize workplace telepressure as a personal demand that triggers the health-impairment process (i.e., burnout) and undermines the motivational process (i.e., work engagement). We hypothesize that workplace telepressure has a negative indirect effect on task performance and OCBs via burnout (H1, H2, respectively) and via work engagement (H3, H4, respectively).

*Method:* We collected data using a three-wave, time-lagged study via Prolific with 423 full-time working adults who used workplace technology at least once per week. The measures were collected one month apart: workplace telepressure (Barber & Santuzzi, 2015) at Time 1, burnout (Shirom & Melamed, 2005) and work engagement (Schaufeli et al., 2006) at Time 2, and task performance (Williams & Anderson, 1991) and OCBs (Henderson et al., 2020) at Time 3. We controlled for the frequency of work-related ICT use.

*Results:* We conducted path analysis using the lavaan package in RStudio and calculated 95% confidence intervals using 20,000 bootstrapped resamples to test our hypotheses. The indirect effects were deemed significant if the 95% confidence intervals did not include zero. The findings supported H1 but failed to support H2; workplace telepressure had a negative indirect effect on task performance through burnout (estimate =  $-.03$ , 95% CI [ $-.049$ ,  $-.013$ ]) but not through work engagement (estimate =  $.01$ , 95% CI [ $-.010$ ,  $.035$ ]). Contrarily, workplace telepressure had a negative indirect effect on OCBs through work engagement (estimate =  $-.04$ , 95% CI [ $-.071$ ,  $-.003$ ]) and not through burnout (estimate =  $-.01$ , 95% CI [ $-.016$ ,  $.000$ ]), failing to support H3 but supporting H4.

*Conclusion:* Our study expands the nomological network of workplace telepressure by investigating its relationship with two types of job performance via burnout and work engagement. The pattern of findings suggests that workplace telepressure impairs task performance by inducing burnout, whereas its disruption of motivational states, such as work engagement (Fernandez-Salinero et al., 2021), undermines the discretionary effort needed for OCBs. By mapping out different pathways, the study reveals the underlying mechanisms of workplace telepressure's performance consequences, informing future research and interventions.

**O119**

**Under Watchful Eyes. Does Supervisor Close Monitoring Affect Maladaptive Work Investment in Today's Uncertain Landscape?**

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*Background:* The world of work is rapidly evolving, bringing with it new challenges, obstacles, and goals. In this uncertain landscape, in which organizations often struggle to stay alive and keep up with the times, leadership plays a crucial role. Effective leadership styles are essential to navigate and manage these challenges successfully, as optimal leaders give guide and purpose to their subordinates and shape organizational culture and working conditions. However, in an effort to keep everything under their control, some leaders may adopt close monitoring practices to maintain strict control over employees. Although supervisor close monitoring can have certain advantages (e.g., ensuring compliance), it often comes at a cost. Excessive supervision may undermine employee motivation, increase strain, and foster maladaptive work behaviours. In the current study, we aim to examine whether this negative leadership style may also affect individual work investment a) by fuelling workaholism, a personal vulnerability characterised by an excessive and compulsive drive to work, and b) by reducing work engagement. Drawing on the Root Cause model and the Job Demands-Resources model, we propose that close monitoring may affect work investment by shaping two key aspects of the work environment: specifically, by increasing employee perceived workload and reducing their job autonomy. These conditions, in turn, are likely to heighten workaholic tendencies and to reduce employee work engagement. Moreover, we expect these effects to be stronger under high job insecurity climate, as especially insecure employees may respond to close monitoring by intensifying their efforts or accepting this condition in an attempt to safeguard their job.

*Method:* We conducted a three-wave prospective study involving a heterogeneous sample of Italian employees (N = 728). To test our hypotheses, we applied latent moderated structural equation modelling (LMS).

*Results:* As hypothesised, supervisor close monitoring was associated with increased workaholic tendencies through higher perceived workload, and with decreased work engagement through reduced job autonomy. Furthermore, these effects were stronger under conditions of higher job insecurity climate.

*Conclusion:* Our study provides additional insights into the detrimental consequences of supervisor close monitoring for both employees and organizations. Beyond deteriorating the psychosocial quality of the work environment, close monitoring also influences two key work attitudes known to exert opposite effects on organizational performance: workaholism and work engagement. Rather than promoting productivity, supervisor close monitoring appears to undermine both employee well-being and organizational effectiveness in the long run, especially in today's uncertain world of work.

O120

## Experiences and Perceptions of Recovery From Work Through Physical Activity Among Finnish Higher Education Personnel – A Qualitative Study

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*Background:* Leisure-time physical activity (LTPA) and active breaks at work are associated with recovery from work. However, research is needed to understand why employees do or do not experience and believe in recovery through physical activity. The aim of this study was to investigate experiences and perceptions of recovery from work through physical activity. In addition, both facilitating and hindering factors, enabling and hindering conditions, and motivations for physical activity as a recovery method were studied.

*Method:* The participants were Finnish higher education personnel members who belonged to a professional association (N = 1578). Data were collected with an online survey during 1–2/2025. The experiences and perceptions of recovery from work through physical activity were gathered using open questions. The sample was selected based on the frequency of vigorous and moderate LTPA days per week, i.e., those who engaged in moderate and vigorous LTPA ≥5 days per week, and those who had no LTPA. Data were analyzed using an inductive qualitative content analysis.

*Results:* Of the total 1578 professional association members, 229 responded to the survey, of which 33 were selected for this study, including 14 who engaged in moderate and vigorous LTPA ≥5 days per week and 19 with no LTPA. The majority were women (88%), with a median age of 57 years and a median of 15 years of work experience in higher education. Most (67%) worked in social work, health, sports, and beauty units. As a result of qualitative content analysis, six thematic categories emerged, i.e., 1) facilitating factors, 2) hindering factors, 3) enabling conditions, 4) hindering conditions, 5) motivating factors, and 6) factors preventing and limiting motivation for recovery through physical activity. A positive attitude towards physical activity, regulation of alertness level, presence, and the mode of physical activity implementation facilitated recovery from work through physical activity. A lack of physical activity and the negative effects of physical activity were hindering factors. Enabling conditions included situational factors, environmental factors, and personal resources. Psychological challenges and physical health challenges were hindering conditions. The well-being and health benefits of physical activity, intrinsic motivation and daily routines, as well as social support and facilities, were motivating factors, whereas physical and health-related challenges, psychological challenges, and environmental challenges prevented and limited motivation for recovery from work through physical activity.

*Conclusion:* Based on the experiences and perceptions among those who engaged in LTPA and those who did not, physical activity had both restorative and non-restorative aspects. Due to the personalized nature of recovery, there is no single type of physical activity that is universally restorative. When promoting recovery from work through physical activity, it is important to consider various recovery experiences that physical activity can influence. Additionally, organizations should foster a physically active work culture and, in collaboration with occupational health services, help employees identify meaningful ways to incorporate physical activity into their everyday lives.

O121

### **A Post-War Assessment of Health Behaviours in a Lebanese University Setting**

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Worksite health promotion programs can support organizational development and reduce absenteeism. A needs assessment for a worksite health promotion program was initiated in December 2024 at a prominent university in Lebanon.

An online questionnaire was distributed to students and employees after the end of the 2024 war. Using items from the General Health Survey, respondents were asked about stages of change related to several health behaviours, such as using seat belts, eating high-fat foods, increasing fibre in the diet, weight loss, exercise, sun exposure, sunscreen use, stress reduction, and smoking cessation. In addition, respondents were screened for depression using the PHQ-2 and for anxiety using the GAD-2. Health behaviours were examined in relation to depression, anxiety, student or employee status, and gender.

A total of 197 respondents completed the questionnaire. Of these, 28.9% and 31.2% screened positive for symptoms highly suggestive of depression and anxiety, respectively. Moreover, increasing fibre in the diet was found to be related to depression, whereas reducing high-fat food intake was not related to anxiety or student/employee status. Student or employee status was, however, associated with weight loss. In addition, exercise was related to depression but not to anxiety. The only gender differences were found in reducing sun exposure and using sunscreen.

The results presented above provide a preliminary snapshot of the situation at a university in post-war Lebanon. The observed gender differences in sun protection behaviours are not surprising. However, the role of anxiety and depression in relation to certain health behaviours requires further exploration, particularly regarding their potential influence on self-efficacy in future program design. Moreover, the differences between students and employees require further qualitative investigation when planning the health promotion program.

O122

### **Transforming Occupational Health and Safety in Türkiye: Integrating Psychologists to Enhance Employee Well-Being and Strengthen Preventive Psychological Health Measures**

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*Background:* In Türkiye, despite the rapid expansion of psychology education at undergraduate level, graduate education and occupational framework defining the role of work, organizational, and occupational psychologists is still absent. The right to safe and healthy conditions including the protection of employees' well-being is recently improving. Consequently, psychological health in workplaces remains fragmented, largely reactive, and often reliant on clinical or outsourced well-being programs. "The Project of Enhancing Employee Health, Safety and Well-Being through the Integration of Psychologists into Workplaces in Türkiye" (ENTHALPY) was designed to address this structural gap by developing a national model for psychologists as specialized practitioners in the field of occupational health and safety (OHS). The project,

granted by International Labour Organization for a year by April 2025, aims to influence policies, strengthen institutional capacity, and create a sustainable profession for psychologists by obtaining a role in the current OHS system and convert it to OHSW through incorporating the component of well-being. ENTHALPY is structured on the earlier initiative entitled “Psychosocial Risks at Work Project” (2021-2023) funded by European Union and Ministry of Labour in Türkiye produced a guidebook which mapped out policy recommendations under the framework of 6331 Occupational Health and Safety Law.

*Method:* ENTHALPY uses a multi-stage, mixed-methods design combining policy analysis, capacity-building, and stakeholder engagement: (a) National occupational-mapping study was conducted to identify current roles, educational pathways and employment barriers for psychologists working in organizational settings, including a review of university curricula, sectoral job analyses and international comparisons. (b) In-depth interviews with psychologists working from various sectors explored practice-based competencies, challenges, and unmet needs. (c) Multi-stakeholder workshop convened experts, academics, professional associations, employers, unions and public authorities to co-construct a draft competency framework.

*Results:* Findings show a marked mismatch between the psychological demands of modern workplaces and existing organizational capacity to manage OSHW. Psychological health is more commonly addressed reactively rather than via evidence-based preventive models. Stakeholder groups strongly supported the integration of psychologists into OHS structures—especially for psychosocial risk assessment, proactive intervention design, employee training, organizational climate monitoring and advising management on decent-work principles. The previous initiative’s guidebook also highlighted key elements for regulation: e.g., defining psychosocial hazards, embedding psychosocial risk assessment, and management into the wider OHS system. Emerging domains—such as just transition, green jobs, digitalization, and remote work—were identified as requiring specialized psychological expertise. The combination of findings indicates urgent policy needs and considerable readiness across social partners to institutionalize the profession. Findings will be converted into three policy-oriented outputs: (1) a national professional guideline for work/organizational psychologists; (2) an ethical practice framework; and (3) a preliminary legislative proposal recommending the formal recognition and workplace assignment of psychologists within OHS teams alongside occupational physicians, nurses, and safety specialists.

*Conclusion:* Establishing a recognized role for psychologists within OHSW system is both necessary and feasible in Türkiye. Embedding work and organizational psychologists in OHS teams can strengthen compliance with international standards, enhance psychosocial risk management and improve workers’ mental health outcomes.

## O123

### **Understanding Well-being Washing in the Workplace: A Proposed Conceptual Framework and Definition**

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*Background:* In recent years, a new phenomenon called ‘well-being washing’ (WW) emerged in the field of workplace health and well-being. The authors define WW as a performative organizational response to well-being that emphasises an outward appearance of care, while failing to offer meaningful and sustained support for employees. Practitioners have discussed this concept extensively, warning against potential negative impacts such as increased work-related stress and burnout. However, there is little research that has examined this concept, let alone any potential consequences of it. Furthermore, the practitioner literature lacks robust

evidence to support claims of WW and its potential impacts. To address this gap in knowledge, a scoping literature review was conducted to map and synthesise information on the definition and discussion of WW in practitioner literature. The main objective of this review was to establish a deeper understanding and working definition of WW, to guide future research.

*Method:* A novel protocol for the review introduced the Scoping Framework for Emerging Concepts in Practitioner Literature, outlining the methodology for the review such as inclusion and exclusion criteria. The protocol expanded the JBI Scoping Review Framework to allow for the development of a search strategy that scoped multivocal practitioner- and journalist-authored literature where academic literature was lacking. This framework then guided the review, providing a means to map evidence from heterogenous practitioner and expert sources. Two reviewers used predefined criteria to independently screen the included sources and capture information using a standardized data extraction tool developed specifically for the review. Qualitative content analysis was used, with data coded and organized in NVivo to inform the development of a working definition and proposed conceptual framework of WW at work.

*Results:* The search identified 359 sources, with 89 meeting the inclusion criteria. Across these, WW was described as a set of organizational practices that emphasised symbolic displays of care while failing to meaningfully address well-being. Information including definitions, characteristics, example practices, impacts, drivers, and solutions was extracted from these sources and used to develop a working definition and proposed conceptual framework. The synthesis revealed several recurring patterns that characterise WW such as superficial and tokenistic well-being practices, inadequate well-being strategy, misalignments in perspectives between management and employees, and a neglect of fundamental issues in the workplace. The review highlighted a failure to include key stakeholder voices (employees and management) in the discourse and confirmed a gap in academic and peer-reviewed literature on WW.

*Conclusion:* The proposed conceptual framework of WW provides the foundations for a new branch of research within the field of health and well-being at work, offering clarity and understanding on a phenomenon that has the potential to impact employees and their organizations. Future research will seek to validate the working definition and conceptual framework, providing the basis for further investigation into and development of this emerging concept. The review also adds to the growing body of literature that embraces the value of including insight from experts into academic research, as well as providing the first systematic synthesis of literature on WW.

## **O124**

### **Promoting Social Connection and Well-being in the Finnish Workplace: Employer and Employee Perspectives**

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*Background:* Social connectedness is fundamental to our well-being, impacting our health through biological, psychological, and behavioural pathways. Loneliness is a perceived state of being alone and wanting social connection but not having it. About half of Finns and nearly a third of the Finnish workforce have indicated feeling lonely, prompting national attention to the loneliness crisis in Finland. Within the workplace, loneliness is linked to poorer job performance, job satisfaction, workplace relationships, and job burnout. The session will feature emerging insights from an ongoing Fulbright US visiting scholar project in Finland that seeks to unearth the work-related drivers of loneliness, social connection, and work-life culture in Finland.

*Method:* Qualitative data collection via focus group discussions is currently underway with a convenience sample of organizations, which thus far includes a nation-wide healthcare provider, a building and groundskeeping service organization, and a university. The project includes perspectives from executive leaders and occupational health and safety professionals (i.e., management) (n = 8) and employees (n = 7). Among the three organizations, one consists of both leadership and employee perspectives which were gathered in separate sessions, the second organization includes leadership and management perspectives only, and the third includes employee perspectives only. Following informed consent, participants engaged in a 45–60-minute focus group discussions that was guided by a set of questions in a semi-structured format. At the leadership and management level, questions tapped into how well-being was addressed at work, whether the national loneliness crisis reflected in their workplace and how they perceived its potential impact at the workplace, what (if any) organizational policies and practices addressed social health at work. Lastly, questions tapped into aspects of the Finnish work culture that might impact how work was designed to promote well-being and social connection. Among employees, questions explored felt loneliness in the workplace experienced by themselves and/or their coworkers, what opportunities were available to build social connections at work, whether their workplace was addressing social health, and their own role in promoting social well-being at work.

*Results:* The project is ongoing, and qualitative data collection and analysis will be completed by the time of the conference. Meanwhile, preliminary exploration of the emerging themes suggests a combination of unique cultural factors that play a role in social interaction and need for connection as well as our shared fundamental human need for deep connections at work, especially in a post COVID, increased hybrid and remote work environment. A deeper analysis of themes will be conducted post project and shared at the session.

*Conclusion:* With the prevalence of loneliness in the Finnish workforce, there is an increased need to address social health and well-being, particularly in the workplace, which can serve to prevent further increase in loneliness and related outcomes as well as promote the well-being of workers. Employer/management and employee perspectives, such as those emerging from this project, are critical to informing tailored approaches to promoting social connection at work.

## O125

### **The Motivation Puzzle: How Perception and Work Climate Shape Mental Health Training Engagement**

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*Background:* The increasing prevalence of mental health issues such as depression and anxiety among employees has led to rising absenteeism rates and poses significant challenges for organizations globally. Workplace mental health training programs have been introduced by many organizations as possible means to enhance employee well-being and reduce mental health problems. However, despite the availability of such programs, participation rates remain generally low. This paradox highlights the need to deepen our understanding of the motivational factors and organizational contexts that drive or hinder employee engagement in these trainings over time.

*Method:* This longitudinal questionnaire study surveyed 242 employees at three time points, each four months apart. The study examined person-related predictors of training motivation, including risk perception of mental health, outcome expectations of training, mental health self-efficacy, previous mental health behaviour, and mental health condition. Furthermore, organization-related moderators such as organizational health climate, stigmatization, mental

health training literacy, job insecurity, and flexibility in work conditions were analyzed. Data collection has been completed, and data analysis is currently underway to explore both the direct effects and interaction patterns over time.

**Results:** Preliminary results indicate that employees' outcome expectations of mental health training positively predict training motivation. Furthermore, workplace factors including stigmatization, mental health training literacy, and job insecurity act as significant moderators, influencing the strength and direction of this relationship. Contrary to established theoretical models in motivation psychology, risk perception of mental health and mental health self-efficacy did not emerge as significant predictors in this study. Detailed statistical outcomes and longitudinal trends will be fully presented at the conference.

**Conclusion:** The study offers valuable insights into the underlying mechanisms shaping motivation for workplace mental health training participation. The findings contribute both theoretically by challenging the application of current motivation models to mental health training motivation, and practically, by informing the design of more targeted and motivation-enhancing intervention programs. Consequently, organizations are better equipped to create environments, and training offers that foster higher engagement levels, ultimately improving employee mental well-being and organizational health.

**O126**

### **Flourishing vs. Struggling in Academia: The Roles of Work Environment, Motivation, and Personal Resources Among Early Career Researchers**

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**Background:** Early career researchers (ECRs) tend to be highly motivated and invested in their work, but often work under high demands, limited resources, and unstable employment conditions, which reflects the dual nature of academic work: both fulfilling and demanding. These work conditions can have significant impact on ECRs' well-being and mental health; however, little empirical evidence exists on which factors differentiate ECRs who thrive from those who struggle—particularly in Croatia, where systematic and longitudinal data are lacking. Building upon the Job Demands–Resources (JD-R) model, and the Self-Determination Theory (SDT), as well as the personal resources perspective (e.g., proactive personality, self-compassion), in this study we aim to provide a coherent lens for understanding why some ECRs thrive while others struggle. To gain more understanding into these matters, this study uses baseline data from the national ECR-WELL project to identify flourishing and struggling profiles among Croatian ECRs and to examine how work conditions, motivation, and personal resources differentiate these groups.

**Method:** The first wave of the ECR-WELL survey included 531 doctoral candidates and postdoctoral researchers from universities and research institutes across Croatia. The online questionnaire assessed a broad set of constructs consistent with JD-R and SDT: job resources and hindrance demands, work–life conflict, job insecurity, precarious work, flourishing, emotional experiences at work, exhaustion, work engagement, multidimensional motivation, personality traits, self-compassion, proactive personality, perfectionism, and mental health indicators. Flourishers were defined as individuals with high well-being and engagement, while strugglers reported elevated negative affect, exhaustion, anxiety, or depression.

**Results:** The analyses showed two distinct profiles: Flourishers exhibited a resource-rich profile aligned with the JD-R motivational process: strong social support from colleagues and supervisors, accessible feedback, and meaningful opportunities for development. They also reported high autonomous motivation (intrinsic and identified), consistent with SDT's prediction

that supportive contexts promote engagement. They showed greater proactive personality and higher self-compassion—personal resources known to buffer demands—and experienced predominantly positive emotions at work. On the other hand, “strugglers” reflected JD-R’s strain pathway: frequent organizational constraints, unclear procedures, insufficient information, and heightened job insecurity. Their motivational profile was dominated by controlled regulation (guilt, pressure, fear of evaluation) and higher amotivation. These patterns coincided with stronger work–life conflict, higher self-critical perfectionism, more negative emotionality, and elevated anxiety, depression, and exhaustion.

*Conclusion:* The first national mapping of Croatian ECRs reveals a clear distinction between those who flourish and those who struggle. Flourishers benefit from a combination of supportive work environments and strong internal resources, while struggling ECRs face insecure, constrained, and resource-poor conditions compounded by vulnerable personal tendencies. Strengthening developmental resources, autonomy-supportive practices, and personal resource-building interventions may provide a pathway for improving ECRs’ well-being. Upcoming longitudinal waves will clarify how these profiles evolve and which factors most strongly predict future well-being or deterioration across early academic careers.

**O127**

**Psychosocial Safety Climate and Worker Well-Being: Stress, Health, and Employment Differences Among Lone and Non-Lone Workers in the U.S.**

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*Background:* Although there is growing recognition of the essential role of psychosocial factors in worker health and safety, research examining organizational and psychological determinants of worker health remains under-explored in the U.S. Psychosocial Safety Climate (PSC), defined as workers’ shared perceptions of management’s commitment to protecting workers’ psychological health, is a predictor of occupational health outcomes, yet there are few studies of PSC in the U.S. This gap is particularly concerning for lone workers (LWs), a growing segment of the labour force who perform duties in isolation with limited supervision and support. Guided by PSC theory, the purpose of this study was to examine the relationship between PSC, occupational stress, worker health, and employment characteristics among U.S. LWs and non-LWs.

*Method:* Data from the 2022 Quality of Work Life module of the U.S. General Social Survey were used to identify LWs (n=332) and non-LWs (n=1,436) via a systematic three-step classification using work context and occupational codes. PSC was measured with a three-item PSC-4 scale (Cronbach’s  $\alpha = 0.86$ ). Occupational stress was measured using a single-item question: “How often do you find your work stressful?” Covariates included demographic factors, employment characteristics (e.g., industry, work arrangement), and health outcomes, including perceived health and sleep problems. Weighted descriptive analyses compared LWs and non-LWs, and survey-weighted ordinal logistic regression models estimated the relationship between PSC and occupational stress, including PSC–LWs interaction and covariates.

*Results:* LWs differed systematically from non-LWs across multiple dimensions. LWs reported lower PSC scores (8.96 vs. 9.60), and “always” experiencing stress (9.1% vs 7.3%). LWs also reported poorer health (4.5% vs 0.9%), had at most a high school education (54.7% vs. 30%), and were more likely to work in Transportation/Warehousing (14% vs. 4%), Wholesale/Retail

Trade (15% vs. 9%), and Manufacturing (13% vs. 8%). Employment patterns among LWs included higher rates of temporary non-permanent roles (30% vs 19%) and higher exposure to non-standard schedules (night, split, or irregular shifts; 28% vs 18%). All differences were statistically significant ( $p < 0.05$ ).

In adjusted models across all workers, higher PSC was associated with lower occupational stress (OR = 0.55, 95%CI: 0.48–0.63), with no significant PSC–lone work status interaction. Poor perceived health (OR = 1.90, 95%CI: 1.09–3.32) and frequent sleep problems (OR = 2.96, 95%CI: 1.45–6.04) were associated with higher stress. Workers in Education and Health Services (OR = 2.65), Transportation/Warehousing (OR = 2.87), and Wholesale/Retail Trade (OR = 2.22) reported elevated stress relative to Leisure and Hospitality. Part-time employees had lower stress (OR = 0.58,  $p < 0.05$ ).

*Conclusion:* Higher PSC was associated with lower occupational stress. LWs exhibited trends toward elevated stress, lower PSC, poorer health, and greater exposure to precarious employment characteristics. These patterns highlight an urgent need for targeted organizational and policy actions to strengthen PSC through fair management practices, worker voice, and the enforcement of labour protections to safeguard vulnerable workers' well-being.

## O128

### **Moral Injury as a Psychosocial Risk at Work: Evidence from Spanish Healthcare and Social Work Professionals.**

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*Background:* Moral Injury (MI) can be defined as the psychological suffering resulting from moral transgression, involving intense moral emotions (e.g., shame, betrayal, guilt) and altered social cognitions following exposure to Potentially Morally Injurious Events (PMIEs). PMIEs often involve situations in which individuals act, or fail to act, according to deeply held morals or values, as well as witnessing morally ambiguous events. Healthcare and social workers are frequently exposed to these events and, therefore, face a greater risk of experiencing MI.

*Method:* A total of 511 healthcare (N = 274) and social workers (N = 237) participated in this study (M = 37.98 years, SD = 10.25; 68.30% women). Participants were contacted via professional websites and asked to complete an online survey regarding psychosocial work-related variables. A Spanish translation of the Moral Injury and Stress Scale (MIDS) was developed to assess workers' exposure to PMIEs and their levels of MI. Internal consistency of the MI symptoms subscale, which encompasses 18 items rated on a 0–4 Likert scale, was assessed obtaining a Cronbach's alpha of 0.88. Regarding factorial structure, both exploratory and confirmatory analysis indicated a better fit with a three-factor model, which includes internal (e.g., guilt, self-criticism, rumination), external (e.g., loss of confidence in organizations or supervisors, anger, disgust), and existential (e.g., loss of meaning, isolation, hopelessness) moral injury manifestations.

*Results:* Building on the three-factor model, PMIEs and MI scores were compared across healthcare and social workers using independent samples t-test. Results suggest that social workers are more affected by PMIEs than healthcare workers ( $t = -1.796$ ,  $p < 0.05$ ). Additionally, social workers reported higher MI levels than healthcare workers ( $t = -2.017$ ,  $p < 0.05$ ), significant differences were found both in the internal and existential manifestations of MI, while no differences were observed in the external factor. To understand how PMIEs exposure leads to psychological consequences in both groups, a Structural Equation model (SEM) was tested. Fit indices show a good adjustment of the model to the data (CFI = 0.981,

TLI = 0.980, RMSEA = 0.064, SRMR = 0.077). SEM results show that PMIEs are significantly associated with MI ( $\beta = 0.356$ ,  $p < 0.05$ ), which in turn is associated with higher depression ( $\beta = 1.023$ ,  $p < 0.01$ ), anxiety ( $\beta = 1.345$ ,  $p < 0.01$ ), and secondary traumatic stress scores ( $\beta = 0.280$ ,  $p < 0.01$ ). Social support and psychological detachment significantly mediated the relationship between PMIEs and MI.

*Conclusion:* Moral Injury appears to be a relevant psychosocial risk among professionals working with vulnerable populations, particularly social workers. These results reflect the nature of social work, where professionals frequently face complex moral and ethical dilemmas, often without clear ethical protocols. As shown by the SEM model results, social work and healthcare organizations can play an important role in preventing moral injury and its consequences by fostering social support and promoting psychological detachment. Given the social nature of moral injury, organizational strategies that may prove effective include continued case supervision and peer support programs.

## O129

### **Towards Clarifying the Correlates of Customer Threats and Harassment in Swedish Retail**

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*Background:* Retail staff are involved in face-to-face contact with customers to a high degree. Front-line employees are also often the first point of contact for dissatisfied and angry customers and exposed to customer threats and harassment. Customer threats and harassment are a well-known job demand, with consequences for employee health and well-being. Research recognizes that certain groups, notably younger and female employees, and employees in precarious contracts or with an immigrant background, are exposed to a greater extent. The aim of the current paper was to examine exposure to customer threats and harassment in a sample of Swedish trade union members, and to compare exposed vs. non-exposed workers in demographic characteristics, job demands, job resources, work-related attitudes and behaviour, and health.

*Method:* Digital survey collected in 2022 via the Swedish Commercial Employees' Union. Ethical clearance for the project was granted by the Swedish Ethics Review Authority. Of the employees participating in the survey ( $N=844$ ), 711 individuals met the inclusion criteria of working in the retail sector (minimum 5 hours/week) and responded to the question about threats and harassment. Of these, 209 (29,4%) indicated that they had been exposed to customer threats and/or harassment at least once in the last 6 months. Correlates were assessed using scales from the international literature with known measurement qualities.

*Results:* In a first step, preliminary analyses indicate that exposure to customer incivility was more common among women, those working with consumables (vs. durable goods), part-time employees, and those with lack of union representation at the workplace and shorter tenure. There was no difference between exposed and non-exposed based on working primarily in retail (vs. for example to some extent being on parental leave, studying, or on sick leave), having leadership responsibilities or not, country of birth (Nordics/Other), and level of education (high school vs. post-high school). MANOVA result indicated that those exposed to customer threats and harassment reported higher job demands (quantitative demands, emotional dissonance, and worktime insecurity), lower job resources (control, supervisor support, and opportunities for development), poorer work-related attitudes and behaviour (job satisfaction, turnover intention, and performance), and lower self-reported health and well-being (exhaustion and life satisfaction) as compared to those who did not report exposure to customer threats and

harassment. The next phase of the analyses, to be presented at the conference, will illustrate how a propensity score matching approach whereby members from the exposed group are matched 1:1 on demographic characteristics with non-exposed individuals can clarify consequences for working life of retail employees exposed to customer threats and harassment.

*Conclusion:* Preliminary analyses confirm previous research in illustrating statistically significant differences in both demographic characteristics, work environment factors (job demands, and resources), and outcomes (work-related attitudes and behaviours) as well as health. Although results overall are similar to previous research, context-specific differences also appear to exist in a Swedish sample of retail employees.

### O130

#### **Experienced Registered Nurses' Symptoms of Depression, Burnout, and Intention to Leave Pre- and Late COVID-19 Pandemic - a Longitudinal Study**

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*Background:* The COVID-19 pandemic placed unprecedented strain on healthcare systems worldwide, with nurses disproportionately exposed to adverse working conditions. As frontline caregivers, registered nurses (RN) faced redeployment, disrupted routines, staff shortages, and insufficient recovery between shifts. Even before the pandemic, nursing was recognized as a profession with elevated risks for stress-related mental health conditions, including burnout, depression, and emotional exhaustion. The pandemic intensified these risks, raising concerns about long-term consequences for nurses' mental health and career sustainability. This longitudinal study aimed to examine whether exposure to adverse working conditions during the pandemic was associated with changes in symptoms of depression, burnout (exhaustion and disengagement), and intention to leave the profession among registered nurses.

*Method:* This longitudinal observational study utilized data from the Swedish national LANE cohort of RNs, who graduated between 2002 and 2006. Surveys were conducted in 2017 (pre-pandemic) and 2021 (late pandemic), with 1,887 RNs responding at both time points. Self-reported measures included the Major Depression Inventory (MDI), Oldenburg Burnout Inventory (OLBI), and items assessing intention to leave the profession. To assess the impact of COVID-19 on nurses' work situations, the research team developed targeted questions addressing redeployment, pandemic-related disruptions to regular duties, and insufficient recovery between shifts. Statistical analyses comprised paired t-tests, ANOVA, and effect size calculations.

*Results:* Across the total cohort, mean levels of depression and burnout showed no significant changes between 2017 and 2021, while intention to leave the profession increased modestly (small effect size). Subgroup analyses revealed that prolonged exposure to adverse working conditions and insufficient recovery between shifts was associated with increased levels of depression, exhaustion, disengagement, and turnover intentions. Redeployment was specifically linked to increased intention to leave. In contrast, RNs reporting no exposure to disruptions or insufficient recovery showed a decrease in depressive symptoms over time. Prolonged exposure to insufficient recovery was associated with a statistically significant increase in depressive symptoms, exhaustion, and disengagement, and intentions to leave the profession over time. Although the effect sizes were small, the findings are noteworthy.

*Conclusion:* Findings underscore the cumulative impact of adverse working conditions on RNs'

mental health and career sustainability. Given the critical role RNs play in healthcare delivery, these results emphasize the need for targeted interventions to promote sustainable working conditions during crises and beyond. Addressing organizational shortcomings and prioritizing recovery and support can help mitigate the risk of burnout, depression, and attrition, thereby strengthening the resilience of the nursing workforce and the healthcare system.

### **O131**

#### **Pattern of Measures Taken to Address Psychosocial Risks in German Companies – Results of a Latent Cluster Analysis of ESENER 2014, 2019, and 2024**

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Unfavourable psychosocial working conditions increase the risk of serious physical and mental diseases, such as coronary heart disease or depression. At the same time, previous findings show that measures to combat psychosocial risks in the workplace are far from being implemented across the board and that the current practice of dealing with work-related hazards in the workplace is still insufficiently understood. Against this background, this article focuses on German companies and asks the following two questions: What types and patterns of occupational health and safety organization, risk assessments, and preventive measures exist in German companies? How are the different types related to company size and industry?

To answer these questions, ESENER data from 2014, 2019, and 2024 for the German sample are used. Firstly, based on approximately 8,500 companies, latent cluster analyses are performed to identify types of (1) occupational safety and health organization, (2) risk assessments, and (3) preventive measures for psychosocial risks. Secondly, multinomial regression analyses are applied to determine the company sizes and industries in which the respective clusters are found.

Initial results show that there are two types of (1) occupational safety and health organization: companies with a comparatively weak organization and companies with a comparatively strong organization. With regard to the extent of (2) risk assessments, three types can be distinguished: low, medium, and high implementation. Similarly, three robust clusters emerge for (3) preventive measures for psychosocial risks, also reflecting low, medium, and high implementation. All identified clusters for each dimension are consistent across 2014, 2019, and 2024. Across all three dimensions, larger companies consistently implement measures addressing psychosocial risks more effectively compared to smaller company sizes. Health and social services tend to perform better, whereas industrial sectors perform worse; however, these industry effects are weaker and less consistent than the effect of company size.

In summary, occupational health and safety practices vary considerably among German companies, with company size playing a particularly crucial role in whether these practices are implemented. The observed patterns of health prevention highlight the need for differentiated, empirically based knowledge of current company practices to inform the development of targeted occupational safety structures and processes.

O132

**COMPASS: An Integrated Framework for Supporting Sustainable Workforce Reintegration following Cancer Treatment**

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*Background:* Cancer survivors face a wide range of psychosocial and structural challenges when returning to work after treatment. While existing literature highlights the physical and psychological impact of cancer on work ability, there remains limited understanding of how organizational and interpersonal factors shape survivors' experiences of reintegration into the workforce. In contrast to the narrative portrayed in extant studies, the return-to-work (RTW) process is often non-linear, requiring sustained support rather than one-off accommodations. Although frameworks such as the Job Demands-Resources (JD-R) model and the IGLOO model have been used to examine workplace support and well-being, these models have not been fully integrated or applied to the context of post-cancer RTW. This study aims to explore how organizational and interpersonal factors shape cancer survivors' experiences of sustainably returning to work after treatment, with a particular focus on the role that key workplace relationships and structural supports play in facilitating or hindering their sustainable reintegration and participation in the workforce.

*Method:* Semi-structured interviews were conducted with ten cancer survivors in Ireland who had returned to work following treatment. Participants were recruited across various occupational sectors and stages of survivorship. Data were analyzed using Interpretative Phenomenological Analysis (IPA), allowing for an in-depth exploration of participants' lived experiences, meaning-making, and coping processes throughout their RTW journey. The study was guided by an integrative theoretical lens combining the JD-R model's emphasis on demands and resources with the multilevel structure of the IGLOO framework, which identifies individual, group, leader, organizational, and overarching contextual influences on work participation.

*Results:* Findings revealed that survivors' RTW experiences were shaped by both interpersonal factors and organizational conditions. Survivors described how the presence (or absence) of these resources significantly influenced their ability to cope with post-treatment fatigue, uncertainty, and shifts in identity. Based on the analysis, the COMPASS framework was developed to capture the core elements of sustainable reintegration: Career continuity and empowerment, Open communication, Managerial understanding, Peer support, Accommodations and accessibility to resources, Social inclusion, and Sustained reintegration. This model offers a comprehensive, survivor-informed structure that highlights how sustainable return-to-work outcomes depend not only on the individual's readiness, but on the broader social and organizational ecosystem in which that return unfolds.

*Conclusion:* This study contributes to occupational health psychology and HRM literatures by offering a holistic, multi-level framework to understand cancer survivors' return-to-work experiences. The COMPASS framework integrates existing theory with empirical insights to provide practical guidance for designing inclusive policies, training programmes, and support mechanisms that account for both relational dynamics and structural conditions. Findings emphasise that sustainable RTW requires more than procedural compliance; it demands a shift toward compassionate, coordinated, and responsive workplace practices. Implications for organizational policy, line manager training, and cross-sector collaboration are discussed, with particular attention to how survivor-informed insights can shape future research and workplace interventions.

O133

### **The Daily Costs of Empathy at Work: How Sharing Emotions With Coworkers Increases or Buffers Emotional Exhaustion – an Experience-Sampling Study**

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*Background:* Empathy is essential within organizations, as it fosters prosocial behaviour and cooperation. However, research also points to potentially harmful consequences of empathy, such as emotional exhaustion among employees who frequently empathize with others' negative emotions. These findings raise the question of what underlying processes lead to detrimental effects of empathy, and which situational as well as personal factors can prevent these negative outcomes. Therefore, the aim of this event-based experience-sampling (ESM) study is to examine the differential effects of empathic situations with coworkers on emotional exhaustion. Theoretically, we suggest an affective pathway and a motivational pathway. Building on Affective Events Theory, we expect the affective valence of empathic situations during work (i.e., understanding and sharing others' negative emotional experiences) to be a predictor of emotional exhaustion after work. At the same time, based on Self-Determination Theory, we propose that affiliation represents a motivational process through which empathic situations – regardless of whether they are positive or negative – can protect against emotional exhaustion. Additionally, we examine the potential buffering role of emotion regulation and helping behaviour.

*Method:* 109 full-time employees from the United Kingdom reported empathic situations with coworkers 3-5 times per day over the course of five workdays. They rated the extent of empathy as well as contextual aspects such as valence, closeness, and helping behaviour for each interaction. Additionally, participants rated emotional exhaustion, affiliation, and the use of emotion regulation strategies at the end of each workday. We analyzed multilevel path models and person-mean-centred all predictor variables. To gain deeper insights into how the content of interactions may align with affective and motivational pathways, we conducted qualitative analyses of the 1,839 interactions.

*Results:* In line with our suggested affective pathway, on days when empathic situations were more negative (compared to days when empathic situations were more positive), employees reported higher emotional exhaustion at the end of the workday through their negative affective valence. Daily use of cognitive reappraisal as a facet of emotion regulation, as well as daily helping behaviour, mitigated this negative effect. Furthermore, affiliation emerged as a mediating mechanism for the motivational pathway. Independent of valence, empathic interactions fostered social connection, which in turn decreased emotional exhaustion. Themes that emerged from the empathic interaction descriptions (e.g., work-task stress, interpersonal difficulties, private problems) will be presented.

*Conclusion:* Despite the importance of empathy for social connections in organizations, this event-based ESM study shows that empathy experienced in daily coworker interactions can also be burdensome by increasing daily emotional exhaustion after work. While negative affective experiences were associated with higher exhaustion, empathic interactions also fostered social connection, thereby decreasing emotional exhaustion through a motivational pathway. Moreover, the adverse affective effects were mitigated by daily helping behaviour and the use of cognitive reappraisal. These findings provide implications for strategies on how organizations (e.g., fostering coworker connectedness) and employees (e.g., using effective emotion regulation strategies) can reduce potential risks of empathy.

O134

**When the Season Ends: Job Loss, Identity Disruption, and Well-being in Varsity Athletes**

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*Background:* Varsity athletes operate within a complex work environment characterized by intense training and performance demands, interpersonal pressures, academic obligations, and highly structured leadership systems. Although retirement from competitive sport is widely recognized as a period of vulnerability for elite athletes (Brockett et al., 2024; Stambulova et al., 2009), little is known about how these demands affect the well-being of varsity athletes who must retire due to eligibility limits rather than choice (Park, 2013). This non-voluntary transition represents a unique form of work-role exit with parallels to job loss and occupational identity disruption (cf., Ashforth, 2001; Park, 2013). The end of varsity sport can also resemble job insecurity, where impending role termination creates anticipatory stress about identity and future preparedness (Greenhalgh & Rosenblatt, 1984). As part of a larger study on Canadian university athletes' well-being and transition experiences, this research draws upon the Job-Demands-Resource Model (Bakker & Demerouti, 2007) and job insecurity and job loss (e.g., Cheng & Chan, 2008; Greenhalgh & Rosenblatt, 1984; Sverke et al., 2002) to investigate how demands, resources, and support systems shape athletes' mental health as they approach the end of their university sport careers.

*Method:* A two-phase mixed-methods design is used to capture a comprehensive picture of student-athletes' experiences. Phase 1 involves qualitative focus groups with varsity athletes (N = 30) to explore key stressors, sources of support, leadership dynamics, and structural factors influencing well-being and transition readiness. These insights directly inform the development and refinement of Phase 2, an online national survey (N = 300) assessing the demands, well-being, transition anxiety, athlete identity, resilience, and perceptions of coach, team, and institutional support.

*Results:* We expect athletes who perceive greater support from coaches, teammates, and university structures to report higher well-being and less anxiety regarding their transition out of varsity sport. These relationships are anticipated to vary based on (a) strength of athlete identity, (b) confidence in navigating career and life after sport, and (c) psychological resilience. A strong athletic identity intensifies anxiety when support is low, but supportive environments may reduce its negative impact. Confidence in navigating life after sport is expected to enhance the benefits of support and buffer the impact of high demands. Psychological resilience should help maintain well-being despite stressors, strengthening their ability to adapt to change. Athletes facing high levels of academic, sport performance, and interpersonal demands are likely to be expected to report lower well-being, but personal and organizational resources are likely to mitigate these effects.

*Conclusion:* This study integrates occupational health psychology and sports psychology to contribute new insight into the well-being of varsity athletes during a critical, yet underexamined, career and life transition. By identifying the psychosocial 'work' (university and sport) demands and the supports that enhance resilience and adjustment, the findings can inform improvements in coaching practices, team environments, and institutional policies. This research aims to guide the development of healthier and more supportive sport environments that promote athlete well-being throughout and beyond their varsity careers.

O135

### **Patterns of Staff Mobility and Turnover in Swedish Healthcare 2014 - 2024**

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*Background:* Labour shortages and high staff turnover in healthcare are considered a substantial problem, especially in light of ageing populations. This study aimed to fill a research gap in knowledge on actual mobility and turnover patterns across various occupational groups in Swedish healthcare.

*Method:* This study employs a partially mixed concurrent equal-status design including three data sets collected from 2014 to 2024. For Study A, participants were drawn from the Swedish Longitudinal Occupational Survey of Health (SLOSH). Five sub-samples of participants who responded to two consecutive waves were constructed (Sample 1: n = 1,284; Sample 2: n = 1,114; Sample 3: n = 885; Sample 4: n = 607; Sample 5: n = 883), including medical doctors (MDs), registered nurses (RNs), assistant nurses (ANs), and a group of various licensed healthcare occupations (OCs). For Study B, HR registry turnover during the period 2014-2024, and exit survey data (2020-2024) from a large regional healthcare organization included MDs (n = 908), RNs (n = 3109), ANs (n = 924) and OCs (n = 1273). For study A, sectoral and occupational mobility were calculated stratified by occupation. Yearly internal and external voluntary turnover rates were calculated based on HR registry data for Study B. Based on self-reported exit-survey data, descriptive statistics were used for analyzing exit destination patterns stratified by occupational group.

*Results:* Study A found that a greater percentage of public sector employees remained in their sector compared to those in the private sector. Among public sector employees, the highest rate of mobility was seen in other licensed healthcare occupations. In contrast, registered nurses displayed the highest mobility within the private sector. Although only a few respondents changed occupations, it is noteworthy that those who did primarily transitioned to non-healthcare jobs, with assistant nurses being the group that changed their occupations most frequently. Study B showed that external turnover rates exceeded internal turnover rates across all years and occupations, with registered nurses exhibiting the highest average external turnover from the organization. Additionally, a growing trend was observed among assistant nurses. Most employees who left the organization had found new jobs, primarily in the public sector. However, with differences between occupations, for instance, medical doctors tended to relocate to another regional employer, while assistant nurses often moved to municipalities. Remarkably, 15% of the assistant nurses who left the organization did so without new employment or without knowing what their future job situation would be.

*Conclusion:* Healthcare staff mobility patterns in Sweden have remained relatively stable from 2014 to 2024, but with distinct patterns among various occupational groups. Of special concern is the future supply of staff, particularly assistant nurses, which highlights potential vulnerabilities in the labour market. The study emphasises the need for targeted strategies to address different workforce segments.

O136

## Experience of Being a “Woman Engineer” on the Shopfloor: the Relation Between Gender Equality and Holistic Health

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*Background:* Women engineers working in male-dominated industrial sectors continue to face deeply rooted structural and cultural barriers that negatively influence their professional experiences, career trajectories, and holistic health. Within heavy industries such as metallurgy—where masculine norms, harsh working conditions, and hierarchical shopfloor cultures dominate—gendered stereotypes, exclusion from informal networks, and heightened scrutiny of women’s mistakes reinforce unequal power relations. Existing research shows that psychosocial hazards such as excessive workload, time pressure, threatening behaviours, and workplace violence are widespread in the metallurgy sector; however, gender-disaggregated data remain scarce. Masculinity Contest Culture (MCC) provides an important conceptual lens to understand how competitive, dominance-oriented, and toughness-driven norms create psychologically unsafe environments for women engineers. Such cultures intensify identity threats, emotional exhaustion, and visibility struggles, undermining women’s overall well-being. Simultaneously, the holistic health model conceptualizes health as an integrated physical, psychological, and social experience, emphasizing that exclusion, discrimination, and role conflict are systemic risks -not merely individual stressors.

Against this background, the present study aims to (1) explore how women engineers in Türkiye’s metallurgical sector experience gendered barriers on the shopfloor, (2) examine how these experiences affect their holistic health, and (3) develop a context and culture specific measurement tool to advance empirical research in gender and occupational health.

*Method:* A sequential exploratory mixed-methods research design was adopted, consisting of three phases: (1) Qualitative exploration, (2) Scale development and validation, and (3) A forthcoming quantitative phase. *Phase 1: Qualitative Study* - Purposive sampling was used to recruit women engineers affiliated with Women’s Commission of the Turkish Chamber of Metallurgical and Materials Engineers (MMMO). Focus group interviews explored four areas: (a) primary challenges faced in male-dominated environments, (b) the impact of such challenges on holistic health, (c) organizational and managerial conditions shaping these experiences, and (d) the coping strategies and resources women rely on. Data were analyzed using Braun and Clarke’s thematic analysis approach. Three independent researchers coded transcripts, generating 302 initial codes, consolidated into 92 higher-order codes and finally synthesized into seven core themes.

*Phase 2: Scale Development* - Drawing on in-vivo codes and international literature, an item pool was developed reflecting four constructs: existence and acceptance, equality culture, coping strategies, and hope for improvement. Following expert evaluation and psychometric refinement, a 29-item scale was finalized. A pilot study ( $N = 23$ ; target  $N > 50$ ) is underway to test reliability and item performance. *Phase 3: Planned Quantitative Study* - The upcoming phase will examine relationships among company culture, coping mechanisms, social support (COPSOQ-based items), and holistic health (WHO-5). A stratified sample of  $N \geq 300$  women engineers from metallurgical plants and professional networks will enable structural equation modelling (SEM).

*Results:* The qualitative analysis revealed seven central themes: (1) What women need, (2) Career barriers, (3) Managerial attitudes, (4) Female role models, (5) Metallurgy experience, (6) Male–female engineer distinction, and (7) Coping strategies. Women reported exclusion,

“diversity washing,” and persistent doubts about their competence. Many experienced being constantly tested, denied promotion opportunities, or treated as symbolic representatives of their gender. Shopfloor norm -including sexist remarks, superstitions (“women bring bad luck to casting”), resistance from male technicians, and inadequate PPE—created additional psychosocial strain. Women also described identity negotiations, masculinization of behaviour for acceptance, and substantial inequality in parental responsibilities. Despite these challenges, participants demonstrated strong coping strategies such as relational adaptability, persistence, boundary setting, and cultivating technical expertise. These findings shaped the conceptual structure of the newly developed scale, ensuring contextual relevance and empirical grounding.

*Conclusion:* This study highlights how gendered structural barriers, organizational cultures, and masculine shopfloor norms collectively undermine the holistic health of women engineers in the metallurgical sector. The mixed-methods design provided an in-depth understanding of these dynamics while also contributing a novel measurement tool tailored to heavy-industry contexts. Practically, results point to the urgent need for gender-responsive organizational policies, improved parental leave systems, redesign of PPE, anti-harassment mechanisms, and leadership development programs. By centring women engineers’ lived experiences, this research offers valuable insights for advancing gender equality and worker well-being in hazardous and male-dominated industrial environments.

**O137**

### **Sustainable Work: Is Working from Home a ‘New’ Feature of Job Quality to Support Longer Working Lives**

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*Background:* Critical pressure is being placed on key pillars of the Australian economy— participation and population—due to an ageing population. Sustainable work – work that is satisfying, fairly remunerated and organized, and with optimal working conditions - benefits workers, employers and society. The concept of sustainable work is not new but the unprecedented changes to working conditions post COVID-19 pandemic and rapid technology innovations require new evidence to integrate the key components of sustainable working conditions (SWC) and sustainable employability to support long working lives. The shift to working from home during the pandemic has remained a key feature of job design but deeper exploration of its impact on health and well-being and job quality remains limited, with an over reliance of anecdotal data to inform workplace policies. This presentation will focus on who is working from home and what is the impact on mental health. Secondly, it will explore the role of working from home as a component of job quality.

*Method:* Data extracted from HILDA (Household, Income and Labour Dynamics Australia), a nationally representative household survey of 17000 Australians since 2001 was used to identify the characteristics of working from home and the relationships with a range of mental health outcomes (K-10, SF-36).

*Results:* Older individuals, particularly female higher income earners, living in urban areas are more likely to be working at home. In relation to mental health the results are variable. Extensive working from home (>75%) is associated with increased psychological distress, with more moderate levels showing lower levels.

*Conclusion:* Working from home is a core part of job design now, but good quality evidence on the impacts on people's mental health is limited. This study uses national evidence to examine the complex area of sustainable work and the contribution of working from home. The results suggest that a nuanced approach to working from home is required and that more time at home is not necessarily better. The results will be presented in relation to models of job quality, including the Eurofound Job Quality Framework, to propose what might constitute optimal working conditions to promote sustainability for an ageing workforce.

**O138**

### **Running on Empty: Low Self-Care Practices Are Fuelling Burnout among Portuguese Teachers**

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Recent literature has theorized the importance of self-care practices in fostering well-being among the general population. Self-care seems particularly relevant for workers in the human services sector (e.g., healthcare workers, teachers, psychologists, social workers), as it can help them manage work-related stress and maintain occupational health. However, there is a lack of psychometrically sound instruments to measure self-care practices among workers. We aimed to assess the psychometric properties of the Self-Care Practices Scale (SCPS) for Portuguese workers and explore its association with well-being and burnout.

Two related studies were conducted. Study 1 reports the cultural and linguistic adaptation and the psychometric assessment of the SCPS with a sample of 654 Portuguese employees (74.2% female,  $M = 47.29$  years,  $SD = 11.04$ ). Confirmatory factor analysis indicated that bi-factorial model provided a better fit to the data, with an 18-item general factor and two 9-item factors assessing personal and professional self-care practices ( $\chi^2 = 317.53$ ,  $df = 116$ ,  $p < .001$ ,  $\chi^2/df = 2.73$ , CFI = .92, TLI = .89; SRMR = .05, RMSEA = .05, 90% CI [.04, .06]). The scale offers adequate evidence of reliability ( $\Omega > .70$ ). Study 2 assesses the adequacy of SCPS in a sample of educators ( $N = 657$ , 75.5% female,  $M = 51.43$  years,  $SD = 8.78$ ) and examines the relationships between teachers' self-care practices and occupational health outcomes. Findings supported the structural validity of the instrument's bi-factorial solution ( $\chi^2 = 311.93$ ,  $df = 116$ ,  $p < .001$ ,  $\chi^2/df = 2.69$ , CFI = .93, TLI = .90; SRMR = .04, RMSEA = .05, 90% CI [.05, .06]) and adequate reliability ( $\Omega > .75$ ). Multi-group invariance was attained across gender (female/male), work context (educational vs. non-educational work settings), and instructional level (elementary school teachers vs. middle/high school teachers). Results also supported the SCPS's discriminant and criterion validities against external measures (respectively, stress and depersonalization, and well-being, work engagement, and personal accomplishment). Independent samples *t*-test revealed that teachers engaged in fewer self-care practices than workers in non-educational contexts ( $t(1198) = 3.61$ ,  $p < .001$ , 95% CI [-.05, .18],  $d = .23$ ), particularly with respect to professional self-care practices ( $t(1198) = 6.07$ ,  $p < .001$ , 95% CI [-.13, .26],  $d = .39$ ). In our sample, 51.7% of workers in non-educational settings considered having (very) regular professional self-care practices, compared to only 32.8% of teachers. Multiple hierarchical regression analyses supported the predictive role of teachers' self-care practices on their personal well-being, work engagement, and burnout.

This study bridges a gap in research and practice by presenting a tool for measuring workers' self-care practices. Findings help answer important questions about the role of self-care in the occupational health and well-being of teachers, contributing to an evidence-based discussion on the importance of promoting self-care practices in work settings.

O139

## Testing AET Model In Home Based Care: Affective Experiences and Home Health Aides' Burnout

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*Background:* Home Health Aides (HHAs) report high levels of burnout in Spain and Europe (Cruz Roja Española, 2010; Eurofound, 2020) due to high work demands such as task performance, physical effort and emotional engagement. Moreover, Home Based Care (HBC) activity occurs through social relationships and daily interactions in which emotions play a central role (Barken, 2019). Drawing on Organizational Health Psychology (OHP) (Quick and Terick, 2011) a deeper understanding of HHAs emotions is needed to ensure OHP principles: health, safety and well-being of HHAs in their workplace. Owing to the importance of the emotional nature of HBC we draw in the Affective Events Theory (AET) (Weiss & Cropanzano, 1996) to understand how work events provoke affective reactions that lead to affect driven behaviours, work attitudes and judgment driven behaviours. Additionally, AET posits that, dispositions play a mediator and moderator role between events and reactions, and, on the other hand, the work environment features moderate events and attitudes.

*Method:* An iterative thematic analysis was performed using ATLAS.ti 9. Data was collected from 14 discussion groups of HHAs in four countries (Germany, Spain, France, and Italy), with 106 participants (97 women and 9 men). Inclusion criteria were applied: (1) aged 18 years or older, (2) residence in the national territory where the discussion group takes place, (3) current active occupation in the HBC work area. Analysis provides extensive and subjective information on personal experiences of HHAs with great contextualized analytical value but does not allow for broad generalizations about the HBC sector.

*Results:* The study identifies, first, characteristics of the HBC work environment (co-workers, family, feminization of the HBC sector, physical conditions of the home, organizational management, social recognition of the profession and care recipient); second, personal dispositions of HHAs that impacts on affective experiences (emotional disposition and personal values); third, HBC work events (family interaction, care recipient interaction, organizational event, task-related event) that trigger an affective experience; fourth, HHAs affective experiences (love, anger, happiness, fear, surprise and sadness); fifth, attitudes and behaviours related to affective experiences (negative hedonic tone evaluation, positive hedonic tone evaluation, organizational citizenship behaviour, emotion-focused coping behaviour and problem-focused coping behaviour, turnover decision, decision to pursue legal action, decision to stay in employment); and last, burnout manifestations (emotional exhaustion, isolation, anxiety, reduced personal accomplishment, depersonalization and insomnia).

*Conclusion:* The findings show the variety of affective experiences in HBC activity. Moreover, additional nonwork features identified as HHA's personal environment (external conditions, mental health conditions, cultural differences, and WLB) were intended to have an impact on affective experiences at work and may moderate the relationship between HBC events and HHA's affective experiences. Furthermore, discursive experiences reveal that affective experiences derived from work not only influence specific and immediate behaviours but also cumulatively affect the psychological health of HHAs and burnout manifestations. Based on the study findings and AET model, affect driven behaviours and coping resources for affective experiences in the care sector must be strengthened. OHP interventions in HBC labour need to address affective experiences and burnout manifestations in HHAs.

**O140**

**Change Consultation as a Resource: Psychological Safety and Emotional Demands in Burnout Prevention**

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*Background:* Organizations in the aged care industry continue to grapple with high burnout among employees. In Australia, efforts to reform safety outcomes for clients has created an industry characterised by frequent policy change and uncertainty. This has had a cascading effect on organizations, which are frequently in a state of organization change. Change consultation is a key component in the change process and involves active consultation with frontline workers, leaders, and other stakeholders in the change process.

*Method:* In this study, we explored the effects of improvements to change consultation processes on burnout in an aged care environment. Specifically, we drew on Job Demands-Resources Theory (Bakker & Demerouti, 2007) and examined two pathways through which change consultation processes reduced the experience of burnout. First, we examined a relational pathway, whereby change consultation increases psychological safety to speak up. Second, recognising the role of change as a job demand in the work environment, we examined the effects via a reduction in emotional demands.

*Results:* We tested our model using parallel mediation analysis on a sample of 245 Australian residential and community aged care workers, controlling for values at time 1. The analysis confirmed hypotheses, showing a negative indirect relationship between change consultation and burnout disengagement via psychological safety to speak up ( $b = -.11$ , 95% CI [-.17, -.05]). There was also a negative indirect relationship via general emotional demands ( $b = -.07$ , 95% CI [-.11, -.03]). There was no direct relationship between change consultation and burnout ( $b = .03$ , 95% CI [-1.5, .07]).

*Conclusion:* The results suggest that change consultation can reduce employee burnout via two key pathways. First, by increasing employees' experience of psychological safety, and second by reducing their experience of emotional demands. We will discuss our findings in the context of the job demands-resources model, reflecting on practical strategies organizations can use to support consultation processes.

**O141**

**Trajectories of Exhaustion among Remote Workers During and After the COVID-19 Pandemic: A Prospective Longitudinal Study**

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*Background:* The shift to mandatory remote work during the COVID-19 pandemic raised concerns about increased exhaustion among employees, yet relatively little is known about how these symptoms evolved as the pandemic progressed and gradually subsided. Although remote work offered protection against viral exposure, it also blurred boundaries between work and home, potentially intensifying workload, increasing availability expectations, and amplifying work-family conflict. Families with children may have faced additional strain, particularly during periods of school closures and heightened caregiving demands. In this study, we examined trajectories of exhaustion among remote workers and assessed whether these trajectories differed by gender. We explored potential drivers of differing trajectories, focusing on both work-related and non-work factors.

*Method:* We analyzed data from a nationally representative panel of 1,465 employees required to work remotely during the pandemic. Participants were surveyed four times between February 2021 and September 2022 at six-month intervals. Exhaustion was assessed using eight items from the exhaustion subscale of the Oldenburg Burnout Inventory (OLBI), rated on a 4-point Likert scale. Mixed-effects models were used to estimate trajectories of exhaustion and to examine gender differences over time. We incorporated both work-related variables (e.g., workload) and non-work variables (e.g., number of children under age 18) to explore potential drivers of these trajectories.

*Results:* Women reported higher exhaustion levels than men ( $\beta = 0.14, p < .001$ ). Men's exhaustion remained stable across waves ( $p = .59$ ), whereas women showed a small but statistically significant increase over time (sex  $\times$  time:  $\beta = 0.02, p = .015$ ). Additional analyses examining whether differing trajectories were explained by workload, parenting demands, or other contextual factors will be presented at the conference.

*Conclusion:* Women exhibited consistently higher and slightly increasing exhaustion over the study period, while men's exhaustion remained stable. These findings underscore the importance of considering gendered patterns of work-family demands when evaluating the long-term effects of remote work on employee well-being.

## O142

### **Job Burnout as an Individual Experience: Attitudes, Cognitive Patterns, and Work Orientation Behind Burnout**

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*Background:* Research on job burnout has shown that a proportion of employees' experience burnout as a recurring phenomenon, and the same individual may have already suffered from exhaustion in previous workplaces, or even during school or studies. It has been demonstrated that among those who returned to work after a burnout episode, 50% experienced a recurrence within two and a half years. This highlights the importance of examining the role of individual factors in the development of job burnout. The aim of this qualitative study was to examine the experiences of individuals suffering from job burnout and to identify adequate psychological treatment methods for occupational health psychologists based on existing burnout research literature, participants' experiences, and their self-reflection concerning burnout.

*Method:* Data were collected via thematic interviews from burned-out clients ( $n = 28$ ) who used occupational health services due to having symptoms of burnout. The interviews were conducted as semi-structured thematic interviews between September 2024 and February 2025. The duration of each interview was approximately 30–60 minutes. Of the interviewees, 25 were women and three were men. They represented nearly twenty different occupational fields. A theory-driven qualitative content analysis was applied, in which both the empirical data and theoretical framework guided the logic of interpretation.

*Results:* The findings indicated that various attitudes, cognitive patterns, and work orientation styles were associated with individuals' experiences of burnout, and that these factors should be addressed in burnout interventions. Only one out of the 28 interviewees felt that their own attitudes, cognitive patterns, or work habits had not contributed to the development of burnout. Four experiential main themes were identified concerning the relationship between individual attitudes, work and thinking styles, and job burnout: (1) an intensive orientation toward work, (2) maintaining a self-image of competence and capability, (3) overperformance as a habitual

working style, and (4) excessive accommodation as an underlying attitude. In connection with the main four themes appropriate psychological treatment methods were identified and suggested for occupational health psychologists, based on existing burnout research literature, participants' accounts, and their self-reflections regarding burnout.

*Conclusion:* The findings showed that many attitudes, cognitive patterns, and work orientation styles were related to the experiences of burnout, and these should be addressed in burnout treatment. Thus, it is important to focus on supporting individual-level changes in attitudes, cognitive patterns, and working orientation styles of the burned-out employees. Reflection and interaction with an occupational health psychologist may serve as key factors in facilitating positive changes in both burnout and overall well-being. Overall, the study calls for a more comprehensive understanding of the phenomenon of job burnout considering both individual differences and work-related factors.

### **O143**

#### **Staying in Work: Exploring Job Retention for People With Mental Health Issues**

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*Background:* Research has focused upon costs of mental health issues (MHIs) to organizations and economies, securing employment and return to work for people with MHIs with less focus upon workers with mental health issues experiences of work and the facilitating and challenging factors they face (Danielsson et al., 2019). How people manage their work whilst experiencing mental health issues has been underexplored (Danielsson et al., 2019). The study aimed to explore the facilitating and challenging factors that influence job retention for people with MHIs, taking a holistic perspective that integrates individual, organizational, and relational dimensions. Drawing on a relational framework (Blustein, 2001; Khalid & Syed, 2023), the research sought to move beyond individualised explanations of work outcomes to consider how relationships and organizational contexts shape experiences of work.

*Method:* 20 in-depth, exploratory, semi-structured interviews were conducted with people with diagnosed mental health issues who were recruited through snowball, opportunity sampling. Interviews encouraged storytelling to capture the complexity of peoples lived experiences. The stories were rich and complex and reflexive thematic analysis was conducted that explored the data.

*Results:* The analysis identified three overarching domains, each encompassing key themes: Individual factors e.g., self-management of symptoms, strategic disclosure, evolving identity at work; Organizational factors e.g., flexible work design, timely reasonable adjustments, availability of HR/occupational health support; and Relational/social factors e.g., quality of manager-employee relationship, peer support culture, inclusive teams. For example, participants described that disclosure was rarely a one-off event, but a process negotiated within social contexts; managers who exhibited psychological safety and knowledge of MHIs significantly increased retention prospects; and work design that allowed autonomy and recovery time mitigated the impact of fatigue or concentration difficulties. The findings suggest that job retention for people with MHIs is shaped by a complex interplay of personal, organizational, and relational elements. Consistent with a relational perspective, the study highlights that sustaining work is not solely a matter of individual resilience or symptom management, but of being embedded within supportive organizational and interpersonal networks.

*Conclusion:* A relational approach to understanding work experiences provides a valuable lens revealing how individual job retention is co-constructed through relationships, policies, and culture. Supporting people with MHIs to stay in work requires a multidimensional approach that integrates individual, organizational, and relational perspectives. Job retention is not merely about coping but about being seen, supported, and included as a person within the workplace.

#### **O144**

#### **Multi-level Factors Related to the Recurrence of Sickness Absence due to Common Mental Health Disorders: Results from a Literature and Focus Group Study**

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*Background:* In OECD countries, about 15% of working people experiences common mental health problems. Common mental disorders (CMD), such as depression, anxiety, adjustment and stress disorders, are one of the main causes of sickness absence (SA) in many countries. Of the employees with SA due to CMD, 20-30% experiences recurrent sickness absence (RSA). Because of the high risk of RSA and its impact on individuals, employers and society, a better understanding of RSA is needed. The aim of the study was to gain more insight into factors related with RSA.

*Method:* We conducted a systematic literature review and searched for scientific literature in 6 databases. Quality was assessed using the Mixed Methods Appraisal Tool. For the synthesis of the results, we used descriptive synthesis and evidence grading. The IGLOO framework was used to analyze the factors. Thereafter, we performed a focus group study in the Netherlands. Five focus group meetings were held in May and June 2025, two with occupational health physicians (total N=10), two with employers (total N=10) and one with other occupational health professionals, i.e. labour experts (total N=9). Focus groups were transcribed ad verbatim and analyzed using thematic analysis.

*Results:* Twenty studies of mainly high and some moderate quality were included in the literature review. A total of 78 factors were found. These factors were grouped according to the IGLOO levels and merged in 17 key factors. After evidence grading, we found that mainly low socioeconomic status (SES) and the type of previous SA (short-term SA and SA due to CMD) are predictors of an increased risk of RSA. The preliminary findings of the focus group study highlight also low SES, and several additional key factors as contributors to RSA. These include comorbidity, lack of understanding and support in both the work and non-work contexts, and stigma. According to participants, the risk of RSA increases when returning to an unchanged work environment or unchanged personal circumstances. At the individual level, insufficient self-insight, inadequate coping skills, and low self-confidence increase the risk of RSA. Finally, a lack of adequate treatment in mental health care contributes to a higher risk of RSA.

*Conclusion:* An increased risk of RSA due to CMD is multifactorial, with related factors at different levels, from the individual to the workplace and society. Some of these factors are not easily modifiable (e.g. low SES, comorbidity), but most of the found factors are modifiable (e.g. understanding, self-insight, inadequate treatment). The results demonstrate the importance of providing support to these employees during and after their return to work. The primary focus of this support should be on modifiable related factors, like increasing understanding among those surrounding the person concerned, while acknowledging the factors that are not easily modifiable. Given that the related factors have been found at different IGLOO levels (individual,

group, leader, organization, overarching) and in different contexts (work and non-work contexts), effective support requires cooperation across multiple domains, including employers, occupational health professionals and significant individuals within the employee's private sphere.

## O145

### **When Nurses Consider Leaving: Machine Learning Insights into Workforce Retention**

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*Background:* Health systems fundamentally depend on the capacity and effectiveness of their workforce, with nurses forming the largest group of healthcare professionals. According to the World Health Organization (WHO, n.d.), the global shortage of health workers is expected to reach approximately 11 million by 2030, disproportionately affecting low- and lower-middle-income countries. Addressing this challenge requires not only recruiting new nurses but also effectively retaining current staff (Bae et al., 2022). Elevated turnover rates disrupt the continuity and quality of patient care and contribute to escalating institutional costs and diminished team cohesion (Bae et al., 2025). This study aimed to identify the most important predictors of nurses' turnover intentions using advanced data analytics and machine learning, specifically artificial neural networks (ANN).

*Method:* Data were collected through a questionnaire survey conducted from July to September 2025, involving 2,459 nurses (98.8% female) representing multiple levels of healthcare institutions. We assessed turnover intentions with 3-item scale from Irving et al. (1997). Due to the explanatory research design, we included a wide range of factors in the research questionnaire that are associated with nurses' turnover intentions. Based on previous research (e.g., Lee, 2022), the study measured six demographic factors, four indicators of work-related well-being, eight job demands, and sixteen job resources (Lake, 2002; Schaufeli, 2015; Schaufeli et al., 2019). The ANN-based regression model was developed in Jupyter Lab using Python's TensorFlow, sklearn, and SHAP packages. Following established best practices (Kovač et al., 2024; Pargent et al., 2023), the dataset was divided into training and testing samples, applying early stopping, learning rate reduction, and L2 regularization to enhance generalizability.

*Results:* After iterative feature selection and hyperparameter tuning, the final model explained nearly 50% of the variance in nurses' turnover intentions in the test sample ( $R^2 = 0.498$ ). Based on SHAP values and permutation importance scores, the most influential predictors were age, job satisfaction, and burnout, followed by managerial support, interpersonal conflicts, role conflicts, and opportunities for professional development.

*Conclusion:* Although the factors influencing nurses' turnover intentions have been extensively studied, most analyses have relied on classical linear regression models, which have several limitations. To our knowledge, the most accurate linear models predicted only about one-third of the variance in turnover intentions (see Redelinghuys, 2023), whereas our model demonstrates a substantially higher level of predictive accuracy compared to those used in previous studies. Furthermore, several of our predictors exhibited nonlinear effects, providing deeper insights into how personal and organizational factors interact to shape nurses' intentions to leave. Therefore, our findings contribute both theoretically and practically, highlighting critical leverage points for improving nurse retention and sustaining the healthcare workforce.

O146

### **A Mixed-Methods Study into the Perspectives of Employees with Common Mental Disorders and Their Supervisors on Shared Decision-Making in the Return-To-Work Process**

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*Background:* The population life-time prevalence of common mental disorders (CMDs) is as high as 30%. CMDs often lead to recurring or long-term sickness absence and work disability. Inclusion of the employees' perspectives in the process of Return-To-Work (RTW) decreases misalignment between employees' and other stakeholders' expectations and positively effects RTW-outcomes. A method, currently used in the medical sector, that includes the perspective of the employee, is shared decision making (SDM). SMD encompasses the three-talk model that outlines three phases: 'team talk', 'option talk' and 'decision talk'. The objective of this study is to gain insights into RTW journey from the perspective of sick-listed employees with CMDs, and their supervisors related to participation in decision-making processes during the employees' RTW journey.

*Method:* In this mixed methods study we performed semi-structured interviews with ten employees on sick leave with CMDs and we conducted an online survey among employees with CMDs who had been on sick leave in the last 3 years (n=197) participating in the MIND panel (Dutch mental health foundation MIND). In addition, we interviewed 19 retail managers about their attitudes towards SDM and their experiences with it in the Return-to-Work process.

*Results:* The qualitative study of employees' Return-To-Work (RTW) journeys provides understanding of their experiences across distinct phases. These phases involve the period immediately following sick leave, the beginning of RTW, the ongoing RTW process, and the conclusive phase leading either back to regular work or to apply for a disability benefit. Participants emphasized their actions and personal goals, professional contacts, needs, emotions, and challenges and the significance of their supervisors, HR-specialists and occupational experts. The findings from both qualitative interviews and the survey indicated a preference among employees for active inclusion in decisions concerning their RTW process. Less than half (41%) of the respondents indicated that they were informed by supervisors, HR-specialists or occupational experts about various choices, along with their associated consequences ('option talk'). 40% of respondents reported a collaborative decision-making process ('decision talk') concerning the pace of reintegration. Managers find it difficult to involve employees in decisions concerning their RTW process and adopt an attitude in which they try to empathize with the employee, while also taking the interests of the company into account.

*Conclusion:* These findings contribute valuable insights for managers and occupational health- and HR- professionals involved in fostering supportive and effective RTW processes, ultimately enhancing the successful reintegration of employees with CMDs into the workplace. This study reveals a current lapse in the application of SDM by supervisors and occupational- and HR-professionals who support employees with CMDs during and after sick leave. Therefore, the current lack of full implementation of SDM in the field of RTW represents a missed opportunity to integrate employees' and supervisors' perspectives. We used the insights of this study to adapt the SDM method, with the essential concepts of a SDM process, to the field of occupational health and HRM practice.

O147

**Acceptability Testing a Digital Prototype Intervention for Sustaining the Workability of People with Common Health Problems: Emerging Findings**

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*Background:* The persistence of common health problems (CHPs) as leading causes of sickness absence (SA) indicates that current approaches for mitigating the adverse impact of anxiety, depression and musculoskeletal disorders on workability remain sub-optimal. Despite line managers' potential to directly affect job conditions that facilitate workability, they often report limited confidence in supporting health at work. We present the emerging findings from a multi-stage NIHR funded project to acceptability test a line manager-targeted digital intervention prototype (The "Health Work Toolbox") that seeks to maintain the work ability of working-age adults with CHPs. Based on a biopsychosocial framework, the 'toolbox' seeks to foster sustained workability to promote good jobs and just-in-time accommodations for when workers struggle with symptoms, alongside health-facilitating organizational cultures. The UK Government commissioned "Keep Britain Working - Final Report" provides the impetus for translating this prototype into a fully tested, widely disseminated resource.

*Method:* A mixed-methods pathway for refining the development and subsequent deployment of the prototype online Toolbox is being followed, utilising six predominantly sequential work-packages (WP), progressing through development of an online collaborative stakeholder network, acceptability testing, improvement identification and deployment strategy development. Co-production activities involving cross-industry employer representation, employees with health complaints, work-health organizations and relevant academics/scientists are integrated throughout.

*Results:* Findings will be presented, informing how digital work interventions for keeping working-age adults with CHPs sustainably working can be designed and implemented to optimise their reach and accessibility within the contemporary workplace. Lessons learnt from conducting an acceptability testing methodology, with co-production embedded, will also be shared.

*Conclusion:* Due to its basis on a biopsychosocial framework, focus on line manager competencies and enablement of 'end-to-end' (total) worker support, a co-developed refinement of the Health Work Toolbox should provide a scalable means of boosting productivity and offsetting economic inactivity amongst working-age adults with health complaints. Within this presentation, we hope to present a strategy by which that potential can be fully realised.

O148

**You Are Needed Again, My Fellow: Intergroup Allocation of Illegitimate Tasks to Native and Migrant Professionals**

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*Background:* While extensive research demonstrates that individuals prefer their own groups when distributing positive stimuli such as resources or rewards, a pattern consistent with Social Identity Theory, far less is known about behaviours related to allocating negative stimuli. This research investigated the intergroup allocation of illegitimate tasks (i.e., tasks that are either unreasonable or unnecessary and which can cause psychological or physiological harm to

those carrying them out) to German and Turkish doctors. We aimed to test (1) whether the distribution of illegitimate tasks functions as a means of ethnic discrimination against migrants, and (2) whether individual differences influence such task allocation decisions.

**Method:** Two experimental vignette studies were conducted using distinct designs. Study 1 (N = 98) employed a between-subjects design (with four conditions: mix between gender and migration background of the doctor), in which participants distributed tasks to a single doctor. Study 2 (N = 239) adopted a within-subjects forced-choice design, in which participants chose between a native and a migrant doctor when allocating illegitimate tasks. A control group of British professionals was included in Study 2 to account for the potential influence of migrant origins.

**Results:** In Study 1, an independent-samples t-test revealed a significant difference in the allocation of illegitimate tasks between German and Turkish doctors,  $t(96) = 2.92, p = .004$ , with German doctors (M = 2.30, SD = 0.71, N = 51) more likely to receive illegitimate tasks than Turkish doctors (M = 1.86, SD = 0.81, N = 47). In Study 2, a chi-square test of goodness-of-fit indicated that the illegitimate tasks allocation between two groups deviated significantly from the binomial distribution,  $\chi^2(6, N = 162) = 36.39, p < .001$ , again showing that illegitimate tasks were allocated significantly more frequently to German doctors compared to Turkish doctors. Furthermore, a forward stepwise regression identified conscientiousness ( $\beta = .20, p = .011$ ) and prejudice ( $\beta = .27, p < .001$ ) as key personal factors associated with allocation preference under forced-choice conditions. In the control condition with British professionals (N = 77), no significant deviations emerged in either the British-Turkish ( $\chi^2(3, N = 77) = 4.41, p = .220$ ) or British-German ( $\chi^2(3, N = 77) = 5.48, p = .140$ ) conditions.

**Conclusion:** The findings highlight the asymmetric effects of stimulus valence on intergroup allocation and suggest that task distribution differentiation may reflect concerns about competence and reputation rather than ethnic discrimination.

## O149

### **An Inclusive Working Life for All: Diversity, Equity and Inclusion (DEI) Policy to Support the Inclusion of Employees with Autism and ADHD in the Workplace.**

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**Background:** Inclusive workplaces are essential for maintaining the working capacity of employees with disabilities, such as autism and ADHD, and ensuring working life sustainability. A Diversity, Equity and Inclusion (DEI) policy is a commitment to creating fair and inclusive workplaces that ensure equal opportunities for all employees. DEI policies guide practices such as hiring and often include support strategies and the promotion of inclusive leadership. Effective DEI policies also establish a framework for handling discrimination and measuring progress. During 2025, the Swedish Agency for Work Environment Expertise developed national guidelines on health promotion and workplace accommodations for employees with autism and ADHD. These guidelines are set to be launched by the Swedish Work Environment Authority in 2026, following the consolidation of the two agencies. The national guidelines consist of three parts:

1) An introduction summarising current knowledge on autism and ADHD in relation to working life. 2) Organizational and workplace-level interventions to promote safe, inclusive and healthy environments 3) Individual-level interventions and tailored workplace accommodations. The second part contains a specific evidence-based guideline for developing and implementing DEI policies, which aims to strengthen the role of occupational health services (OHS) to support employers in this area, as well as informing employers, employees and HR professionals.

*Method:* The development of the DEI guideline was underpinned by the principles of evidence-based occupational health practice, drawing on insights from DEI policy research. A systematic review of international research and guidelines was conducted to identify the most effective practices. Further information was obtained from Swedish policy documents and reports. To produce the national guidelines, a multidisciplinary experts group worked with experts in occupational medicine, supported by the Swedish Association of OHS. A key part of the process involved stakeholder dialogues with over 170 representatives from various organizations. These consultations helped define the guideline's scope and focus areas, as well as its recommendations. Independent experts then reviewed the draft to ensure its scientific quality and applicability.

*Results:* The DEI policy, developed in the guidelines, addresses the following: Goals for an inclusive working environment, Awareness and competence regarding diversity and inclusion, Policy for equality, diversity and inclusion, and Procedures for initiatives and competence provision. It establishes whether these aspects are well-known and understood within the organization. The guideline provides a flowchart of DEI policies adapted for Swedish OHS to give support and guidance to employers. It contains four steps: 1) Initiatives for DEI awareness-raising and inventory-taking. 2) Developing a DEI policy and plan, 3) Developing the skills of managers and employees for DEI; and 4) Follow-up and evaluation of DEI initiatives in the workplace.

*Conclusion:* A guideline on diversity, equity and inclusion (DEI) policies has been outlined to support the workplace inclusion of employees with autism and ADHD. The accompanying flowchart provides step-by-step guidance on developing and implementing DEI policies to promote inclusive, equitable and sustainable workplaces in Sweden. The DEI policy and flowchart have been designed to be relevant and usable in workplaces, combining evidence-based DEI policy design with the practical knowledge of stakeholders and individuals with lived experience.

## **O150**

### **Development And Evaluation Of An Innovative Workability Tool For Later Career Stages: A Mixed-Methods Study**

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*Background:* Effective promotion of workability in later career stages requires a nuanced understanding of how psychosocial factors shape employees' capacity and motivation to work. Existing workability measures often overlook psychosocial factors that are particularly relevant for later career workers, such as social support, job control, and recognition. This study aimed to develop and evaluate a multidimensional workability assessment tool that captures individual and organizational enablers and barriers influencing workability in later career stages.

*Method:* A four-step mixed-methods design was employed, combining qualitative and quantitative approaches. First, a multidimensional workability framework for later career workers was validated through two stakeholder focus groups ( $n = 10$ ), which emphasised psychosocial aspects. Second, the tool's content and format were designed, incorporating feedback from additional focus groups ( $n = 11$ ) to refine the structure, language, and response options. Finally, the applicability, feasibility, and perceived utility of the refined tool were pilot tested among 49 later-career workers using an experience survey that examined organizational and individual determinants of workability.

*Results:* Focus group participants confirmed the relevance of the multidimensional framework and identified additional psychosocial subdimensions, such as job security. The resulting tool consisted of 57 items encompassing individual, workplace, and societal determinants, with a strong emphasis on psychosocial factors. Participant feedback led to enhanced clarity and a more user-friendly layout and instructions. Pilot testing demonstrated high feasibility and perceived usefulness in identifying specific factors influencing individual workability. Nonetheless, further refinement is needed, particularly to better capture nuanced psychosocial enablers and barriers to workability in later career stages.

*Conclusion:* This study developed a comprehensive, psychosocially informed workability tool tailored for later career stages. By identifying individual and organizational enablers and barriers, the tool provides a practical foundation for designing personalised interventions, supporting healthy ageing at work, and informing organizational strategies that foster sustained employability of later career workers.

## O151

### **Integrating Diversity, Equity, and Inclusion into the HERO Model: Development and Validation of the HERODEI Framework**

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*Background:* Organizations today face the challenge of managing an increasingly diverse workforce while promoting the well-being of all its employees. In this context, diversity initiatives have shown promising results (Leslie et al. 2025; Perales, 2022). However, despite growing interest in diversity, equity and inclusion (DEI) in organizational sciences, DEI constructs have often been examined in isolation, and occupational health psychology lacks comprehensive frameworks that capture how DEI influences well-being and performance. This gap limits both diagnosis and intervention in increasingly diverse workplaces. Therefore, this study aims to develop and validate the HERODEI framework, integrating DEI constructs into the HERO model (HEalthy & Resilient Organization), a validated and comprehensive framework to assess and promote psychosocial health at work (Salanova et al., 2012, 2019, 2025).

*Method:* The development process combined theory-driven construct identification with participatory, practice-oriented validation, ensuring both scientific rigour and organizational applicability. Literature reviews first identified core DEI variables relevant to psychosocial health at work. Internal focus groups refined conceptual boundaries and operational definitions. Validated scales from the existing literature were selected based on relevance and psychometric criteria to measure these constructs. Building on validated HEROCheck and HERO methodology, quantitative and qualitative instruments were developed, including the HERODEI questionnaire, stakeholder interview guide, and focus group protocol. To ensure accessibility, contextual relevance and practical applicability, an additional focus group was conducted with four DEI experts, including two HR professionals from industry and hospitality companies with internal inclusion programs, and two representatives from nonprofit foundations specializing in external work inclusion initiatives for people with disabilities. Ongoing validation

across organizations differing in size, sector and DEI maturity examines reliability, structural validity, group differences, and interactions between diversity characteristics and psychosocial factors, supported by CFA, clustering, regression and qualitative analyses.

*Results:* HERODEI integrates DEI variables (e.g. inclusive leadership, climate of inclusion, diversity beliefs, equity perceptions) and associated psychosocial outcomes (e.g. psychological safety, innovative behaviour, turnover intention, conflict) within the HERO model. Preliminary qualitative findings from focus groups with DEI experts revealed recurrent challenges that reinforce the need for an integrated DEI-psychosocial model. Experts reported limited scientific frameworks to guide DEI diagnostics and significant difficulties in measuring the psychosocial impact of DEI initiatives. They emphasized that current organizational practices are often compliance-driven rather than culturally embedded, highlighting the central role of inclusive leadership, psychological safety, and co-creation processes. Additionally, participants stressed the need for assessment tools sensitive to intersecting diversities, including age, disability, migration-related stressors, and other vulnerabilities. These insights support the relevance, applicability, and practical utility of the HERODEI framework.

*Conclusion:* HERODEI advances occupational health psychology by integrating DEI into a validated psychosocial model, offering a theoretically grounded and evidence-based approach to evaluating organizational health through a diversity lens. The framework provides researchers and practitioners with tools to diagnose DEI-related psychosocial risks and resources, providing a foundation for organizations to manage diversity effectively and informing targeted interventions to promote well-being in diverse workplaces.

## **O152**

### **Neurodiversity in Business, at Work and Entrepreneurship – What are the Implications for Well-being?**

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*Background:* Interest in neurodiversity and neuroinclusion is rising in the UK, as documented by several practice reports (e.g. CIPD, 2024; City & Guilds, 2025), a new government committee to gather best evidence and renewed interest in disability adjustments (Acas, 2025). Yet, understanding of well-being and occupational health for neurodivergent workers is underdeveloped which is surprising given high likelihood of co-occurrence with mental health and physical health conditions (e.g. Michelini et al., 2024). This submission is based on an ongoing programme of research to elicit data to inform neuroinclusion practice in the UK and beyond. Data collected in 2023 and published in 2025 (McDowall, Doyle & Kiseleva, 2025) documented low levels of well-being for neurodivergent workers, complexity of neurotype with co-occurrence common and psychological safety as crucial for fostering well-being (as measured by the WHO well-being measure). The objective for the current study is to follow up and expand on these findings with a broader conceptualisation of well-being which also includes burnout and engagement and compare the experience of employed workers and entrepreneurs. The latter are important, as many neurodivergent workers opt out of corporate life, yet research is almost solely focused on ADHD traits, neglecting other neurotypes. Our research questions are: How do neurodivergent workers experience well-being, burnout and engagement? How do their experiences compare to neurodivergent entrepreneurs? What is the role of psychological safety for well-being, burnout, and engagement respectively in employment and entrepreneurship?

*Method:* We developed a bespoke survey through an iterative co-creational approach. This included an in person round table with stakeholders representing different neurotypes and employers across different sectors (n = 17), and a follow up online consultation with

neurodivergent entrepreneurs (n = 4) to identify priorities. We then refined the survey structure and wording through an interactive process with 10 participants with varied expertise and lived experience before holding a final hybrid consultation before survey launch. We are aiming for a sample of around 1,000 neurodivergent workers, 100 employer representatives and 100 neurodivergent entrepreneurs.

*Results:* Data collection is currently under way and will be finished by January 2026. So far, responses have been encouraging with little if any missing data.

*Conclusion:* We hope that this will be a meaningful contribution to further unravel data regarding well-being and occupational health in neurodivergent workers, crucially also including those who have opted out of standard employment.

### O153

#### **Attachment Orientations as Moderators in Day- and Person-Level Relationships Between Work Relationship Quality and Employee Affective Well-Being**

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*Background:* The quality of social relationships at work shapes employee well-being (Colbert et al., 2016; Holt-Lunstad, 2018). Consistent with this view, research has shown positive associations between daily leader-member exchange (LMX) quality and co-worker relationship quality, on the one hand, and daily employee well-being, on the other (Martin et al., 2023; Simon et al., 2010). However, little is known about which individual characteristics moderate the effects of these relational resources on employee well-being, particularly at the day-level. We propose that attachment orientations - defined as systematic patterns of relational expectations, emotions, and behaviours (Shaver & Mikulincer, 2002) - moderate the links between LMX and co-worker relationship quality, on the one hand, and affective well-being, on the other. Attachment theory provides a well-established framework for understanding interpersonal functioning (Yip et al., 2018), and prior studies have linked insecure attachment orientations, i.e., attachment anxiety and avoidance, to both LMX quality (Fein et al., 2020; Kirrane et al., 2019; Richards & Hackett, 2012) and co-worker relationship quality (Leiter et al., 2015; Schusterschitz & Geser, 2022). Previous research has also found that insecure attachment negatively relates to affective well-being (Kafetsios et al., 2014; Schusterschitz et al., 2018). Building on this evidence, we examine attachment anxiety and avoidance as moderators of the links between LMX quality and affective well-being, and between co-worker relationship quality and affective well-being. We also explore whether LMX quality or co-worker relationship quality is more relevant for the affective well-being of employees with insecure attachment orientations.

*Method:* In our online diary study, 338 employees completed daily surveys assessing LMX quality, co-worker relationship quality, and affective well-being over ten working days. Attachment orientations were also measured online, prior to the daily measurement phase.

*Results:* Day-level results show that workdays with high-quality LMX and co-worker relationships are associated with higher affective well-being. Moderator effects suggest that the positive daily relationship between LMX quality and affective well-being is stronger among employees high in attachment anxiety and avoidance. In the daily relationship between co-worker relationship quality and affective well-being, only attachment anxiety acts as a moderator. Person-level results also show that employees with higher average LMX and co-worker relationship quality have higher average affective well-being. At the person-level, attachment anxiety and avoidance do not moderate the LMX-affective well-being link, but

attachment avoidance moderates the relationship between co-worker relationship quality and affective well-being. Additionally, we find that employees high in attachment anxiety and avoidance show lower average affective well-being.

*Conclusion:* By integrating attachment theory into workplace well-being research, this study enhances our understanding of individual differences in the effectiveness of relational resources. It shows how distinct relational resources at work - namely high-quality LMX and co-worker relationships - contribute differently to employee affective well-being, depending on attachment anxiety and avoidance. Furthermore, the findings demonstrate that attachment orientations have different effects on the links between workplace relationship quality and affective well-being at the day- and person-level.

#### **O154**

### **Close to Work but Distant from the Employer: Psychosocial Resources and Strain in the Public Sector**

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*Background:* Municipal employees in Sweden often describe their work as meaningful and socially valuable yet carried out under complex psychosocial conditions. While intrinsic motivation and a sense of public contribution are recognized as protective factors for well-being, the public sector is also characterized by limited resources, high workloads, and bureaucratic distance. Understanding how employees perceive and navigate these psychosocial dynamics is essential for promoting sustainable engagement and mental health. This study explores how municipal employees experience their psychosocial work environment, with particular attention to the contrast between attachment to the immediate workplace and perceived distance from the employing organization.

*Method:* Data were collected through ten focus group interviews (N = 33) conducted within the project Medarbetarskap och rekommendationsvilja ("Co-worksip and willingness to recommend") in Sundsvall Municipality, Sweden. Participants represented diverse occupational settings, including social care, culture and leisure, technical services, educational support, and planning administration. Both managers and employees of varying ages and professional backgrounds participated. The interviews, lasting approximately 60–90 minutes, were analyzed using reflexive thematic analysis (Braun & Clarke, 2006). An inductive and iterative process was used to identify shared and contrasting patterns of experience across occupational groups.

*Results:* Three main themes emerged from the analysis. First, meaningfulness and pride in contributing to the public good were described as powerful motivational resources that promoted well-being and commitment. Second, trust and collegial support functioned as essential conditions for psychological safety and sustained engagement, particularly in care and service environments where relational work was central. Third, participants expressed a pronounced disconnect between the meaningfulness of their daily work and their relationship with the employer. Employees identified strongly with their local workplace but viewed the municipality as distant, bureaucratic, and inattentive to recognition and fairness. This perceived organizational distance coexisted with strong team cohesion and professional pride, forming a psychosocial tension at the heart of public sector work.

*Conclusion:* The findings reveal a psychosocial paradox of public service: employees' well-being is rooted in proximity to their work and its social purpose but undermined by organizational distance and insufficient recognition. Strengthening relational and recognition structures between employees, line managers, and the wider organization is crucial to bridge this gap. By addressing both the emotional and structural dimensions of the psychosocial work environment, public sector employers can promote sustainable engagement, retention, and mental health among their work force.

O155

## Crossover of Resources in the Family and Work Domains

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*Background:* Crossover is a dyadic inter-individual transmission of psychological states and experiences between people in close relationships. It can function as a process of resource exchange occurring within dyads, teams, and organizations (Westman, 2001). Westman identified three primary mechanisms through which crossover occurs: direct crossover via empathy, indirect crossover facilitated through social interactions and spurious crossover resulting from shared stressors or contextual factors. These mechanisms explain how psychological states and experiences are transmitted between individuals in close relationships. Crossover functions as a process of resource exchange within dyads, teams, and organizations, shaping collective well-being and performance. Understanding these mechanisms is critical for advancing theoretical models and designing interventions that promote positive resource transmission across family and workplace domains. Brummelhuis et al. (2014) argue that leaders and followers who work closely together can often perceive one other's mood suggesting that individuals can "adopt" their partners' resources through crossover thereby boosting their own pool of resources and consequently enhancing positive outcomes such as engagement. Empirical evidence indicates that psychological resources cross over within relational systems. In family context, crossover has been demonstrated for self-esteem, self-efficacy (Neff et al. 2015), social support (Lo Presti et al., 2022), resilience (Jones, 2023), psychological capital (Birani et al. 2024) and passion (Wan, 2023). In workplace settings, studies have documented crossover of resilience (Bradey et al. 2024), psychological capital (Birani et al. 2024), and social support (Rofcanin et al, 2023). While some studies report the same resource crossover (e.g., resilience to resilience), others demonstrate other outcomes, such as increased engagement and satisfaction. Despite these advances, significant gaps remain regarding which resources cross over, the mechanisms and the contextual conditions under which crossover occurs. There are five research questions: (1) Which psychological resources cross over in the families and workplaces?; (2) What mechanisms facilitate resource crossover?; (3) Does the intensity of crossover vary by resource type?; (4) Which crossover process is most dominant in the resource crossover?; and (5) How can interventions enhance the positive crossover of resources?

*Method:* A systematic review was conducted using Scopus, Web of Science, EBSCO and PsychINFO. Search terms included crossover, transmission, resources, social support, control, self-esteem, self-efficacy, resilience, passion, and psychological capital. The initial search yielded 232 documents. After applying the inclusion criteria, 39 articles were retained for in depth review.

*Results:*\* Two primary findings have emerged. Firstly, resource crossover extends beyond marital dyads and occurs within multiple relational interactions (e.g., leader-follower, team members). Secondly, direct crossover appears to be the dominant mechanism in resources crossover.

*Conclusion:* The ongoing review will culminate in a theoretical model that delineates the mechanisms enabling or inhibiting resource crossover. This model will serve as a conceptual foundation for future empirical testing and intervention design. This review and model advance the integration of crossover theory with resource-based perspectives, highlighting shared resource dynamics as a mechanism for strengthening collective resourcefulness and well-being in both family and workplace settings. \*Data analysis is ongoing. If enough relevant studies are found, we will conduct a meta-analysis on the crossover of resources.

O156

### **Social Contagion of Excessive Work Hours: An Egocentric Social Network Analysis**

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*Background:* Health behaviours, such as smoking and alcohol consumption, are known to spread through a social network. Previous studies indicate that long work hours are associated with adverse health outcomes such as all-cause mortality, cardiovascular disease, and depressive illness. We sought to analyze whether excessive work hours also exhibit social contagion. We focused specifically on the social network position (closeness centrality) of alters in an egocentric social network analysis.

*Method:* A web-based cross-sectional survey of roughly 1,750 full-time workers was conducted in February 2025. Respondents were asked to nominate up to four alters in their workplace via a name generator approach. Information was obtained about each alter's work hours. Two types of communication between each ego and their alters were assessed: work-related formal communication (e.g., work instructions, reports, feedback) and non-work-related informal communication (e.g., conversations about private life or hobbies, going out for drinks). The closeness centrality of alters in each ego's personal network was calculated by taking the inverse of the total shortest-path distances to all the others. These distances were defined as the inverse of the communication frequency. Excessive work hours was defined as working more than 40-50 hours per week. For each ego, we regressed their over-work status on their alters' work style and network centrality, adjusting for similarity in work-related backgrounds between ego and coworker. Logistic regression models were run with robust standard errors to account for clustering.

*Results:* Excessive work hours among alters was associated with the ego's excessive work hours (aOR = 35.88,  $P < 0.001$  for the networks involving formal communication; and aOR = 40.73,  $P < 0.001$  for the networks involving informal communication). This association was stronger when the alter occupied a more central position in the informal communication network, but not in the formal communication network (aOR = 1.10,  $P < 0.609$  for each SD increase in closeness centrality within the formal network; aOR = 1.63,  $P < 0.015$  for each SD increase in closeness centrality in the informal network).

*Conclusion:* The results suggest that excessive work hours can be contagious within workplace social networks and that the closeness centrality of alters within informal communication networks exerts a statistically significant increased risk on the ego engaging in excessive work hours. Interventions targeting the behaviour of individuals who occupy central positions with an informal network may promote workplace norms, suggesting a new framework for workplace interventions to reduce excessive work hours.

O157

### **The Multilayered Structure of Workgroup Ostracism: Mapping Correspondences Between Antecedents and Behavioural Patterns of Ostracism Through a Positioning Theory Lens**

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Workgroup ostracism, characterized by interpersonal omissions and target exclusion, is a prevalent form of workplace mistreatment. It significantly undermines targets' sense of belonging—a fundamental workgroup-membership need—consequently causing substantial

psychological harm. Prior research typically conceptualizes workgroup ostracism as a homogeneous form of treatment and operationalizes it as a generalized exclusion construct. However, existing literature has diverged into two streams—inclusion-oriented and exclusion-oriented—that examine fundamentally distinct individual antecedents. The former frames ostracism as a social categorization response to identity differences, while the latter frames it as a social control response to deviant behaviour. These distinct theoretical premises suggest that ostracism stems from different behavioural contexts and manifests through qualitatively distinct behavioural patterns that convey varying motives, meanings, and levels of social distance, with potentially divergent implications for psychological harm.

Despite these theoretical distinctions, a critical gap remains: research rarely examines how specific antecedents lead to distinct behavioural patterns of ostracism or how these patterns vary in their motivational and relational implications. To address this gap, we posit that workgroup ostracism is a heterogeneous form of treatment, comprising multiple antecedent-specific behavioural patterns. Clarifying these distinctions enables a more coherent theoretical integration of ostracism research and empowers practitioners to more precisely identify and address patterns of ostracism in workgroups.

Through critical-incident interviews with 17 employees in diverse Taiwanese workgroups and thematic analysis of 29 witnessed ostracism episodes, we identified four core correspondences between antecedents and behavioural patterns: (1) insufficient social-interaction readiness producing unintentional reduction of social interaction; (2) interactional norm violations producing disagreement and distancing in corresponding interaction domains; (3) poor work performance producing devaluation of contributions and broader interactional separation; and (4) others' rights violations producing aversion and aggression. Among these combinations, the first largely reflects a form of social categorization, whereas the remaining three represent different levels of social control.

To explain the underlying motivational and contextual mechanisms of these combinations, we draw on Positioning Theory, which describes how actors use storylines to assign positions in social interaction. We find that workgroups use antecedents of ostracism as storylines that position targets into four member categories—acquaintance-level, incompatible, unqualified, and unacceptable—each of which corresponds to one behavioural pattern. This positioning process shapes the enacted pattern, ultimately generating a multilayered structure of workgroup ostracism. The structure, in turn, encompasses distinct motivational foundations, manifesting differences in both intensity and breadth of distancing, and forming a continuum of group–person distance from relatively inclusive to increasingly exclusive positions. Interviewees' personal experiences as targets validated these patterns. Further analyses of these experiences revealed that patterns involving task interaction and violations of work values—reflecting greater group–person distance—produced the most severe and fundamental psychological harm.

This study makes a significant contribution to ostracism research by conceptualizing workgroup ostracism as a multilayered structure composed of antecedent-specific behavioural patterns driven by distinct motivational and relational dynamics. This perspective sharpens theoretical integration and supports more targeted interventions to mitigate workgroup ostracism and, ultimately, reduce targets' psychological harm.

O158

## A Daily Examination of the Predictors of Afterwork Alcohol Use: The Role of Work-Related Stress and Fatigue

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**Background:** Given the widespread alcohol misuse worldwide (WHO, 2024), public authorities have emphasized the importance of investigating its occupational determinants (French Government, 2023) while suggesting that alcohol use may be exacerbated by remote work arrangements (e.g., National Institute for Research and Safety, 2021). This study thus investigated how fluctuations in job demands and work location (remote vs. onsite) predict daily afterwork alcohol use. Specifically, we examined (1) the underlying mechanisms (i.e., work-related stress and fatigue) explaining these effects, (2) potential vulnerability factors (i.e., gender and personal life demands), (3) and the possible protective role of interpersonal support at work.

**Method:** During two work weeks, 81 French employees (48% women; Mage = 40.47; 39.50% remote workers) wore a fitness tracker and completed daily morning and evening surveys, yielding a total of 778 measurements. The evening survey assessed daily work location (onsite vs. remote), job demands (i.e., emotional load, cognitive load, time pressure, and minor hassles) and resources (i.e., interpersonal support from supervisors and coworkers), as well as afterwork perceived stress and fatigue. The morning survey assessed experiences of the previous evening (i.e., family demands, relational tension, and afterwork alcohol use). Objective fatigue and stress were computed from physiological data collected by the fitness tracker.

**Results:** Multilevel analyses were conducted to test two complementary models: a biological model examining the role of objective stress and fatigue, and a self-reported model examining the role of subjective stress and fatigue. At the intra-individual level, in both models, family demands were negatively related to afterwork alcohol use. In the biological model, remote work was associated with lower afterwork fatigue, and afterwork stress predicted higher afterwork alcohol use. In the self-reported model, relational tension was linked to greater afterwork alcohol use, but only among women. In addition, job demands were associated with higher perceived fatigue, and this effect was amplified when interpersonal support was high. Finally, job demands induced higher perceived stress among onsite workers only. At the inter-individual level, in both models, men reported higher afterwork alcohol use. In the biological model, job demands were associated with greater fatigue only among individuals perceiving low interpersonal support. In the self-reported model, job demands predicted higher afterwork stress and fatigue, and interpersonal support was related to greater fatigue. This fatigue, in turn, was associated with increased afterwork alcohol use, but only among individuals with low family demands. Across both levels, in the self-reported model, higher combined levels of job demands, and interpersonal support were associated with greater subjective fatigue.

**Conclusion:** This study highlights the importance of objective stress and subjective fatigue, as well as personal demands and gender, in explaining daily afterwork alcohol use, thus providing support for the self-medication model (Frone, 2016). Results also underscore the role of job demands and resources in the prediction of work-related stress and fatigue. Finally, these findings suggest that remote work protects employees from subjective stress and biological fatigue. Overall, this study provides novel insights and demonstrates the multifactorial nature of the daily predictors of afterwork alcohol use.

**O159**

**Investigating Needs-Based Job and Off-Job Crafting Strategies: a Mixed-Methods Diary Study in German Employees**

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*Background:* This study investigates how employees proactively fulfil their psychological needs for Detachment, Relaxation, Autonomy, Mastery, Meaning, and Affiliation (Newman et al., 2014) across work and nonwork contexts. Drawing on needs-based crafting theory (de Bloom et al., 2020), the study aims to examine specific crafting strategies employees use and how these vary by high and low well-being groups as well as by individual and occupational characteristics, offering a detailed understanding of employee daily crafting efforts and how they relate to well-being indicators.

*Method:* A sample of 126 employees from Germany (aged 18–65) completed 14 daily diary surveys over a two-week period in May 2025. The survey included quantitative measures of needs-based job and off-job crafting, along with indicators of well-being such as work engagement, burnout, and mental well-being. The qualitative part consisted of an open-ended question exploring specific crafting strategies employees adopted during the day. Quantitative data were analyzed using multilevel modelling to assess between- and within-person effects of needs-based crafting on well-being indicators. Qualitative data were analyzed using content analysis to categorize examples of job and off-job crafting strategies and identify recurring themes.

*Results:* Preliminary findings indicate robust between- and within-person associations between needs-based crafting and well-being outcomes. They further illustrate the differences in employee job and off-job crafting throughout the week as well as within-person fluctuations of employee crafting efforts and well-being with the highest levels during the weekend. Finally, the results provide detailed contextual insights into specific employee needs-based crafting strategies, highlighting differences between high and low well-being groups and patterns across individual and occupational contexts.

*Conclusion:* The study offers novel insights into the interplay between needs-based job and off-job crafting efforts, employee well-being and motivation. It contributes to both theory and practice of crafting research by illustrating concrete strategies for enhancing well-being in diverse work environments and identifying directions for future intervention development.

**O160**

**Reflecting on Context in Return-to-Work Well-Being Perceptions**

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*Background:* Context can have a profound impact on employee well-being perceptions that is often overlooked in research and practice (Jackson et al., 2024; Shirmohammadi et al., 2023). The sudden contextual changes brought about by the COVID-19 lockdown period signalled a turning point for organizational theory and practice. Here, employees were often required to use their place of residence for work purposes. Several studies found this negatively affected a wide range of employee well-being outcomes (Kniffin et al., 2021; Venkatesh et al., 2021). Theory and practice are now tasked with explaining the factors that impact employee well-being in the return to work since the lockdown period. Recent studies have recognized that the return to office has raised issues that negatively impact well-being (e.g., policies about being

present at the office, Fan & Moen, 2023). However, the literature remains unclear about the processes underlying well-being outcomes in this new work environment. Also unclear is how these processes interact with employee perceptions about their transition into their new work context.

*Method and Proposed Outcomes:* To address these research gaps, we combine elements of the Psychology of Working Theory (Duffy et al., 2016) and Event Systems Theory (Morgeson et al., 2015) to develop a model for the prediction of employee well-being in the return to work that acknowledges contextual influences. Our model includes psychological antecedents (support, trust, personality, working preferences), a psychological empowerment mediator, and a moderator reflecting degree of choice over work context. Adopting a Bayesian multilevel approach, we acknowledge current contextual perceptions relative to current perceptions of the period prior to the lockdown. For theory, we contribute a novel, contextual perspective on the prediction of employee well-being. For practice, we assist managers to understand how they can better support employees as they transition into a new world of work. We note this study is currently in progress and our findings will be available prior to the EAOHP meeting.

## O161

### **Probing the Nature and Efficacy of UK Academics' Responses to Work-Related Anxiety**

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*Background:* UK national statistics show anxiety levels at record highs and particularly prevalent with certain occupational groups (one of which being university lecturers). While there is an extensive body of research on work-related anxiety, most research treats anxiety as part of a more general strain response resulting from stress processes. Organizational researchers have tended to regard employees as passively accepting anxiety (Sonnentag et al., 2023) and there is little research on how employees respond to workplace anxiety in a planned manner (Cheng & McCarthy, 2018). Such an approach is counter to long recognized views that anxiety is a crucial motivator of behaviour (Lazarus, 1991). We address this gap by considering how work-related anxiety proactively motivates employees to regulate their anxiety. We focus on two prominent proactive perspectives, namely, job crafting and proactive coping. While these theories appear relevant to managing stressful situations, both tend to assume employees are highly challenge-oriented when proactively responding to situations, where such an assumption is problematic for people experiencing high anxiety. Our research questions are first, how do employees respond proactively to work-related anxiety, with a particular focus on job crafting and proactive coping strategies? And second, when and why are such strategies effective in managing anxiety?

*Method:* We collected primary data using semi-structured qualitative interviews from 43 UK academics working at seven business schools in research-intensive UK universities, who rated themselves as having high levels of anxiety (assessed using a pre-interview questionnaire).

*Results:* Academics' anxiety was triggered by many factors that could be broadly themed as experiencing frequent threats, experiencing a lack of control, and unpredictable environments. Corresponding, and answering RQ1, qualitative analysis revealed four second-order theoretical themes revealing how academics job crafted using the strategies of physical and psychological distancing, managing threats, uncertainty reduction, and introducing control/agency. While these predominantly job crafting strategies sometimes blurred with proactive coping, several criteria were identified to differentiate job crafting and proactive coping. Turning to RQ2, the effectiveness of participants job crafting strategies varied, with some participants reporting generally positive outcomes for their anxiety, whereas for other the outcomes were more mixed

and, further, they struggled to know whether strategies were effective. Nevertheless, the great majority of participants continued in their ongoing efforts to job craft and viewed such efforts as a long-term and possibly life-long project. Several factors emerged that explained when and why strategies were effective, including external professional mental health interventions (e.g., therapy/counselling), refining strategies over many years of trial-and-error practice, and receiving social support from others some distance from participant's immediate workplace (e.g., friends and partners).

*Conclusion:* Our findings challenge the relevance of current job crafting strategies to anxious workers, as well as proactive coping approaches that make similar assumptions about people's desire to master challenges. The job crafting of anxious workers needs to be interpreted around their prevailing concerns, where there is much more emphasis on creating safe spaces and a more cautious approach to goal management.

## O162

### **Social and Psychological Well-being Through the Lens of Ecological Systems Theory**

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*Background:* A disproportionate number of principals suffer from high stress and are at risk of burnout, and the causes are often related to poor working conditions. Prior research on the link between leaders' work environment and well-being has mostly focused on the individual leader and/or the immediate work environment. However, factors that affect well-being may originate in a much wider context. Furthermore, most studies have examined psychological well-being, though other aspects of well-being (e.g., social well-being) may also be important to consider. The aim of the present study is to provide a better understanding of factors in the micro-, meso-, exo-, macro- and chronosystem that principals experience as important for their social and psychological well-being. Bronfenbrenner's (1979) ecological systems theory is applied to comprehend where in the principals' ecosystem these factors originate.

*Method:* Semi-structured interviews were conducted with a purposive selection of 15 newly appointed (1-4 years of experience) and 15 experienced (5 or more years of experience) principals and deputy principals. Participants were recruited from both the northern and the southern parts of Sweden, and from urban as well as rural communities. Participants worked at school levels from pre-school to adult education, and in privately as well as publicly organized schools. Both women ( $n = 23$ ) and men ( $n = 7$ ) were represented in the sample, and the distribution mirrors the population. A directed approach to qualitative content analysis was used to analyze the interview data.

*Results:* Preliminary analysis indicates that the principals experience factors across all layers of the ecosystem as important to their social and psychological well-being; the microsystem (e.g. issues related to facilities and maintenance), mesosystem (e.g. social and professional support, work-life balance), exosystem (e.g. top-down demands and constraints tied to budgets and physical resources), macrosystem (e.g. the responsibility for providing support for each child/student to achieve academic goals or improve well-being), and chronosystem (e.g. policy changes, normative shifts in society, demographic changes). Further analysis will reveal in more nuance how, and to what extent the factors across the ecosystem relate to social and psychological well-being, respectively. Another point for further analysis is the potential interaction between social and psychological well-being.

*Conclusion:* The preliminary analysis indicates that several factors in the ecosystem layers are found important in relation to psychological well-being, whereas the relationship between ecosystem factors and social well-being is less explicit in the data. Principals further describe experiencing more agency in relation to factors originating in the micro- and mesosystems,

whereas factors in outer layers of the ecosystem are perceived to be outside of their control. Additional theoretical perspectives may be necessary in the analysis of these findings. This study contributes with knowledge on factors that principals experience as important for their well-being across all layers of the ecosystem, not only factors linked to the individual or their immediate surroundings. It further contributes by examining principals' social well-being in addition to their psychological.

**O163**

### **Understaffing, Daily Workload, and Employee Well-Being: The Dual Role of Person-Job Fit**

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*Background:* Due to ongoing staffing shortages in many organizations, understaffing (i.e., having fewer people than necessary to carry out the work well) has become a structural challenge that may undermine employees' daily functioning and well-being. Generally, an increase in workload is an inherent consequence of understaffing, as the excess work must be absorbed by the remaining staff. If sustained over time, the perceived increase in workload may tax employees' energy (e.g., by increasing emotional exhaustion). Whereas a perceived higher workload is likely to trigger exhaustion because it depletes resources, the impact on employees' engagement may be less straightforward. Drawing on the transactional model of stress and coping and the challenge–hindrance stressor framework, we examine how understaffing affects daily emotional exhaustion and daily engagement through daily workload. Additionally, we investigate the role of person–job fit (PJF) as a boundary condition in the proposed mediation model (for both the a and the b-path). We argue that a good fit may help employees to cope better with the consequences of understaffing as they are likely to perceive the workload as less prevalent and may be better able to maintain their well-being.

*Method:* To test our hypotheses, we conducted a daily diary study in March 2024. Understaffing and PJF were measured at baseline, and daily workload, emotional exhaustion, and engagement were collected across ten consecutive working days. The sample included 127 employees from various Dutch organizations, resulting in 1,006 daily observations. We analyzed the data using multilevel modelling in Mplus.

*Results:* Understaffing was indirectly and positively related to daily emotional exhaustion via increased daily workload. The association between understaffing and perceived daily workload was weaker for employees with higher PJF, suggesting that a strong fit helps them cope with the additional demands caused by insufficient staffing. PJF did not weaken the relationship between workload and emotional exhaustion. However, regarding engagement, results showed an unexpected pattern: workload was more strongly related to engagement at the between-person level among employees with low PJF. The interaction effect indicates that the low fit employees might derive their motivation primarily from the work, thereby experiencing workload as a challenge (especially if in the background understaffing might have meant an increase in task variety and skill use); the employees with high PJF, on the other hand, seem to remain consistently engaged regardless of workload levels.

*Conclusion:* The findings show that PJF plays a dual role in the impact of understaffing on employee experiences. On the one hand, it protects employees from perceived increases in workload caused by understaffing, thereby reducing the risk of emotional exhaustion. On the other hand, employees with lower PJF are more engaged when workload is high, suggesting they may experience workload as a challenge. Employees with high PJF were engaged regardless of workload, indicating that workload had little effect on their daily motivation. These findings reveal that PJF not only protects employees from strain but also influences how workload translates into daily engagement.

O164

## **Perceived Crowding in Flex-Offices: Impacts on Dignity at Work, Organizational Cynicism, and Intention to Stay**

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Perceived crowding is a negative psychological evaluation of space resulting from insufficient personal space and excessive social contacts (Altman, 1975). A place can be densely populated without being perceived as crowded when no discomfort is experienced (Jazwinski, 1998). Perception of crowding in the workplace (PCW) also depends on spatial configuration. For example, it is enhanced by environments that increase visibility and expose employees to others' gazes and noise (Maher & Von Hippel, 2005). But since the COVID crisis, the spread of telework accelerated the adoption of flex-offices. According to the Actineo Barometer (2023), the proportion of flex-offices in France increased from 6% in 2017 to 21% in 2023. These workplaces provide fewer workstations than employees, assuming that a portion of them will be absent each day (mainly due to telework). Onsite employees must choose a workstation each morning and leave it at the end of the day so that it can be used by someone else the next day. These workplaces are open-plan environments, similar to open spaces but involving higher uncertainty levels for workers, as they cannot anticipate where they will sit, next to whom, or who will see and hear them. These characteristics make flex-offices a particularly relevant setting to study the perception of crowding in the workplace (PCW) and its effects on the relationships between employees and their organization. Indeed, as workspace density and layout are determined by company policies, workers tend to attribute responsibility for PCW to their employer (Ayoko & Härtel, 2003; Shropshire & Kadlec, 2012) which may lead to adverse consequences.

The present study aims at addressing this problematic through the following model. Firstly, we hypothesize that PCW is higher among flex-office workers compared to other types of offices. Then, we hypothesize that, among flex-office workers, PCW is positively associated with organizational cynicism, and that this relationship is partially mediated by a reduced feeling of dignity at work. Finally, we predict that organizational cynicism is negatively related to the intention to remain in one's current job.

In total, 852 employees from a French telecommunication company in four different types of office settings answered our questionnaire. Our first hypothesis was tested on this population. The next ones were tested specifically among the flex-office population (N=389). Statistical analyses conducted with Mplus confirmed our hypotheses. PCW was significantly higher in flex-offices. Among this population, PCW was positively related to organizational cynicism, a relationship partially mediated by dignity at work. In turn, organizational cynicism was negatively associated with the intention to stay in the current job.

These results highlight the little-known risks inherent in flex-office workspaces, whose characteristics foster PCW. However, they also show that the relationship is mediated by dignity at work, thereby opening potential avenues for intervention. By attending to the factors that support this perception, it may be possible to mitigate the negative impacts of these offices on some attitudes in the workplace (e.g., organizational cynicism) as well as behaviours (e.g., intention to remain in the position).

**O165**

**Navigating the Flexible Office: Job Crafting and Employee Well-Being in Hybrid Workplaces with Office Space Shortages**

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*Background:* As hybrid work arrangements become increasingly widespread, many organizations are downsizing office space to reduce costs and reflect the reduced need for on-site attendance. This shift has led to new workplace configurations in which the number of available desks is lower than the number of employees, resulting in an office space shortage and difficulties finding an available workspace. While hybrid work is often promoted as enhancing flexibility and autonomy, less is known about how employees experience and navigate the combination of hybrid work and reduced office space. Drawing on Job Crafting Theory, this exploratory case study examines how knowledge workers experience, adapt to, and shape their work within hybrid workplaces that are affected by office space shortages.

*Method:* The study employs a qualitative case study design, combining workplace observations with semi-structured interviews conducted in two hybrid organizations in Denmark – one public and one private. In each organization, 10 employee interviews and two weeks of workplace observations were conducted. This approach enables an in-depth exploration of employees' lived experiences, adaptation strategies, and perceptions of well-being and belonging in workplaces characterized by office space shortages. Interview data are analyzed thematically to identify key patterns in how employees craft their work in response to space-related challenges. Data collection is ongoing, and the final findings will be presented at the conference.

*Results:* Preliminary findings indicate that while hybrid work arrangements can support autonomy and flexibility, office space shortages introduce new psychosocial risks, including uncertainty about workspace availability, reduced sense of belonging, and difficulties maintaining team cohesion. Initial insights suggest that employees respond to these challenges through personal job crafting strategies aimed at regaining control and mitigating psychosocial strain. These strategies encompass both approach and avoidance crafting, involving cognitive as well as behavioural adaptations. Such forms of crafting can help employees regain a sense of control and psychological safety; however, they may also have mixed consequences for well-being and collaboration. The full data collection and analysis are expected to be completed in spring 2026.

*Conclusion:* As organizations continue to downsize office spaces within hybrid work models, it becomes crucial to understand how office space shortages shape employees' experiences of belonging, collaboration, and well-being. Insights from this study can guide organizations, managers, and workplace designers in developing sustainable strategies that balance spatial efficiency with employees' needs for psychological safety and inclusion.

**O166**

**Psychological Dilemmas in Remote and Hybrid Work Settings: Insights from an Agile Organization**

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*Background:* This study explores the transition from co-located to remote and hybrid work arrangements in a large Agile Software Development (ASD) company during and after the COVID-19 pandemic. Using "Big Q" qualitative methods, including interviews and focus groups

with 169 participants (employees, and program managers, line managers, and unit managers), we examined the psychological and organizational impact of Work From Home (WFH) and hybrid work settings in the Research and Development Center of Ericsson.

*Method:* At the end of 2020, Ericsson formed the 'Contact Team' (CT), comprising managers and experts, to address the human aspects of pandemic-induced changes. The CT collaborated with our research team during this period of significant organizational transformation, granting us insider access to regular meetings over the course of a year and sharing updates on relevant policy changes. The iterative and inductive process of reflexive thematic analysis revealed five key dilemmas related to remote work: changes in information flows, transformations in global and local relationships, shifts in leadership and coordination tasks, the impact of contextual stimuli, and challenges in learning and knowledge management. Additionally, six critical questions were identified for designing hybrid work arrangements: minimum office time, synchronization of remote and in-office schedules, task-based presence, handling exceptions to hybrid policies, decision-making and regulation levels, and the evolving roles of office spaces.

*Results:* These findings highlight the importance of leadership adaptability, team maturity, and organizational culture in shaping effective hybrid work models. Based on the results, we propose actionable recommendations, including structured co-location time and a balance between fixed core hours and flexible non-core hours.

*Conclusion:* This study highlights that remote and hybrid work demands nuanced leadership, adaptable policies, and a commitment to continuous learning and experimentation. This study advances theoretical insights into the dynamics of remote and hybrid work and offers practical guidance for navigating its complexities.

## **O167**

### **Profiles of Chatbot Users in the Workplace: Linking Acceptance and Concerns to Psychological Ownership and Performance**

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*Background:* The rapid introduction of generative AI (GAI) chatbots in organizational settings is transforming work practices, employees' relationships with their tasks, and, importantly, their psychological well-being. While most research has focused on productivity, less is known about how employees' subjective experiences with chatbots relate to psychological outcomes. As chatbots increasingly mediate everyday work processes, questions arise about how their use may affect employees' sense of control and psychological ownership of their work outputs. Drawing on self-efficacy theory and technology acceptance models, this study examines how perceptions and attitudes toward chatbots influence distinct user profiles and how these profiles are related to psychological ownership and performance outcomes.

*Method:* A cross-sectional survey was conducted with 186 employed adults (53% female, Mage 30.51 years) who had used a chatbot for work in the preceding month. Latent profile analysis identified profiles based on perceived usability, perceived usefulness, concerns about being outperformed, and occupational self-efficacy. Wald tests compared profiles on general and chatbot-related psychological ownership, job performance, and frequency of chatbot use.

*Results:* Four profiles emerged: Casual Users (42.5%), showing moderate usability, usefulness, self-efficacy, and low concern; Hesitant Adopters (29.6%) reporting high usability, usefulness, concern, and low self-efficacy; Assured Enthusiasts (9.1%) with high usability, usefulness, self-efficacy, and low concern; and Tech-Adverse Sceptics (18.8%), reporting low

usability, usefulness, concern, and moderate self-efficacy. Assured Enthusiasts reported the highest scores in all four outcomes, with no significant differences compared to Casual Users concerning general ownership, and with Hesitant Adopters concerning chatbot use.

*Conclusion:* In line with conceptualisations that link ownership to effectiveness, identification, and agency, profiles with higher occupational self-efficacy, a positive appraisal of utility and usability, and reduced concerns of being outperformed experienced a higher sense of general psychological ownership and performance. On the other hand, frequency of use and chatbot-related ownership seem to depend on the interplay between the perception of technical features, which is consistent with the technology acceptance model, and the level of concern: although fear of being replaced may boost chatbot use to avoid lagging behind others, this does not translate to a sense of ownership. Overall, findings suggest that ownership in the context of GAI use may depend on how employees reconcile technological utility and usefulness, which relate to the dimensions of effectiveness and agency of ownership, with threats to professional identity. The study presents some limitations, including the sample size, which may have influenced the stability of the smaller profiles, reliance on self-report measures, and the cross-sectional design, preventing causal inference. Concerning practical implications, recognising these differentiated profiles can help organizations design tailored, psychologically and ethically informed AI adoption training opportunities and strategies that promote both well-being and performance.

## O168

### **Flexible Remote Work and Its Effects on Job Demands, Decision Control, and Psychological Complaints: A latent change score analysis**

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*Background:* Several studies have individually identified higher Quantitative Job Demands (QJD), Job Decision Control (JDC), and Psychological Complaints (PSC) within flexible hybrid work (fHW) arrangements. However, little is known about how these factors evolve over time. This study aimed to examine the longitudinal changes in QJD, JDC, and PSC among employees working under fHW conditions.

*Method:* A sample of Norwegian public sector office workers (N = 9,416) with access to a fHW arrangement completed a digital survey that assessed psychosocial work factors, including QJD and JDC, as well as mental health-related items. Data were collected at two time points: from January 22 to October 2023 for the first time point and from August 2023 to March 2025 for the second time point. The data were analyzed using a latent change score analysis to assess the changes in these variables over time.

*Results:* The results showed that at Time 1, working from home (WFH) for two days a week was associated with higher levels of PSC (b = 0.055, 95% CI [0.017, 0.092]). JDC increased across all levels of fHW (from one to three or more days), reaching higher levels when WFH for three or more days (b = 0.218, 95% CI [0.098, 0.328]). WFH for just one day was associated with a statistically significant increase in QJD (b = 0.092, 95% CI [0.063, 0.123]). Importantly, an increase in  $\Delta$  JDC from Time 1 to Time 2 was linked to a decrease in  $\Delta$  PSC over time (b = -0.194, 95% CI [-0.233, -0.164]), whereas an increase in the  $\Delta$ QJD was associated with increased  $\Delta$  PSC (b = 0.173, 95% CI [0.153, 0.193]). The prospective results show that WFH for just one day was associated with an increase in  $\Delta$ PSC (b = 0.024, 95% CI [0.002, 0.043]). In contrast, WFH for three or more days was associated with a decrease in  $\Delta$ JDC ( $\Delta$  JDC = -0.130, 95% CI [-0.227, -0.032]) and an increase in  $\Delta$ QJD ( $\Delta$  QJD = 0.200, 95% CI [0.055, 0.348]). Mediation analyses indicated that for those WFH up to one day, the total effect on

$\Delta$ PSC was significant, although the indirect effects through  $\Delta$ QJD and  $\Delta$ JDC were non-significant. WFH for three or more days showed a significant total indirect effect through both  $\Delta$ QJD and  $\Delta$ JDC.

*Conclusion:* The findings indicate a nuanced relationship between access to fHW and mental health, revealing limited positive effects at both low (one to two days) and high (three or more days) levels of fHW. Rather than offering the expected flexibility and autonomy, increased fHW may elevate perceived QJD and reduce JDC, potentially leading to psychological distress over time. These results highlight the need for organizations to carefully manage WFH policies, fostering a balanced approach of JDC and QJD to support employee well-being.

**O169**

### **Shaping the Decision to Stay: The Role of Autonomy-Supportive Leadership, Job Crafting, and Autonomous Motivation in Explaining Employee Intention to Quit**

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*Background:* Two studies were conducted to investigate psychological factors related to employee turnover intention, a growing trend as job mobility increases across industries. While some voluntary turnover may be beneficial, frequent or unplanned resignations often undermine organizational stability. Such turnover poses significant costs for organizations and has been associated with employee ill-being, including burnout, reduced morale, and disengagement. In today's work environment, phenomena such as quiet quitting, in which employees disengage without formally resigning, make it even more crucial to understand the factors underlying intentions to leave. Accordingly, a thorough understanding of the psychological mechanisms that promote employee retention is essential for fostering sustainable and healthy work environments. This research draws on Self-Determination Theory, Wrzesniewski and Dutton's Job Crafting Model, and the Job Demands-Resources Model to investigate how autonomy-supportive leadership style, autonomous motivation, and proactive job redesign behaviours contribute to employees' intentions to stay or leave.

*Method:* Participants in Study 1 (N = 98) and Study 2 (N = 102) were employees from various international corporate organizations where English was the primary workplace language; data were collected via an online questionnaire using convenience sampling.

*Results:* Study 1 examined the relationship between autonomy-supportive leadership and intention to quit, with job crafting (task, cognitive, relational) as a potential mediator. Results confirmed a strong negative correlation between autonomy-supportive leadership and quitting intention, explaining up to 42% of the variance. Partial support was found for the relationship between intention to quit and job crafting: task and cognitive crafting were weak but significant negative predictors. Mediation analysis revealed only a partial and weak mediating role of task crafting, suggesting that leadership's impact on quitting intention is primarily direct. Study 2 focused on autonomous motivation (intrinsic and integrated) and its relationship with intention to quit, again considering job crafting as a mediator. Intrinsic motivation significantly predicted lower quitting intention (explaining 10.2% of variance), followed by integrated motivation (4.3%). Of the job crafting styles, only task crafting significantly mediated the link between intrinsic motivation and intention to quit, although the effect was modest.

*Conclusion:* Findings from both studies highlight the key role of autonomy-supportive leadership and intrinsic motivation in reducing employees' intention to quit. While job crafting, particularly task crafting, plays a partial mediating role, the strongest effects were direct. These results offer practical insights for organizational leaders aiming to foster retention through autonomy, motivation, and the encouragement of proactive job redesign. Investing in autonomy-supportive cultures may therefore be an effective strategy to promote long-term employee engagement and reduce costly turnover.

O170

**Vocational Recovery Through Income-Protection Insurance: Findings from a Scoping Review, Claimant Interviews, and Stakeholder Focus Groups in Australia**

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*Background:* Common mental disorders (CMDs) are a leading cause of work disability worldwide. While disability-based return-to-work (RTW) supports in Europe are commonly delivered through public social insurance, Australia provides disability-based RTW support primarily through privately administered income-protection (IP) insurance. In this context, rehabilitation is insurer-led, and employer involvement is not mandated, creating unique vocational recovery pathways and challenges. While recovery principles are increasingly mandated in mental health service delivery, their relevance and application within disability-based RTW systems have not been examined. To address this gap, a program of research was undertaken to explore vocational recovery experiences of people with CMDs engaged with IP insurance in Australia and to examine stakeholder perspectives regarding how practice might better support vocational recovery.

*Method:* A scoping review was conducted to identify published literature reporting recovery-related experiences of people with CMDs returning to work within disability-based insurance systems. Semi-structured interviews were then conducted with 25 adults in Australia who had returned to work for at least six months following a CMD-related IP claim. Finally, focus groups with insurance rehabilitation officers explored perspectives on current practice and opportunities to better support vocational recovery. Interview and focus-group data were analyzed inductively using constant comparison, and themes were mapped to the CHIME recovery framework.

*Results:* Across all three studies, vocational recovery was understood as a non-linear, biopsychosocial process shaped by personal, workplace, and insurance-system factors. Three overarching dimensions emerged. Vocational recovery involved internal processes of acceptance, identity reconstruction, values clarification, and strengthening agency. Participants described the importance of negotiating workplace environments and roles; graded return, stable routines, alignment with values, and managing emotional, cognitive, and social demands were central. Vocational recovery was highly interpersonal and shaped by support from others, and broader contextual influences including stigma and financial security. Focus groups findings reinforced these themes and highlighted additional system-level considerations: the importance of trust and psychological safety in insurer–claimant relationships; misalignment between insurer-driven timelines and individual recovery readiness; uneven workplace flexibility; and gaps in communication skills among case managers, clinicians, and employers that could better enable vocational recovery. Practices shown to support vocational recovery were described but not consistently implemented across insurance and workplace processes.

*Conclusion:* Across scoping review evidence, lived-experience interviews, and stakeholder focus groups, vocational recovery was understood to extend beyond symptom improvement to encompass identity reconstruction, personal agency, meaning-making, and values alignment through work. Findings suggest that vocational recovery is more likely when insurer–claimant communication fosters psychological safety, workplaces provide flexibility and role negotiation, and return-to-work pacing aligns with individual readiness. However, such supportive practices are inconsistently implemented in Australia's IP context, where actuarial processes, stigma, and variable workplace support remain barriers. Enhancing system-level practice to better support vocational recovery—through strengths-based rehabilitation, collaborative planning, clear communication, and supportive relationships—may support more sustainable RTW outcomes. Insights drawn from these three studies offer actionable and transferable learnings for disability-based RTW insurance systems internationally.

O171

**Presenteeism Trajectories and Mental Health: the Roles of Distress, Engagement, and Psychosocial Risks in Different Work Modalities**

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*Background:* Presenteeism, defined as working despite reduced psychological or physical health, increasingly reflects patterns of psychological strain rather than physical symptoms alone. The Job Demands–Resources (JD-R) model provides a strong theoretical lens to understand how job demands and resources shape these behaviours. Psychological distress (health-impairment pathway), work engagement (motivational pathway), and core psychosocial risks (workload, support, recognition, autonomy) may operate as early predictors of presenteeism, yet little longitudinal evidence examines how these predictors vary across on-site, hybrid, and remote work modalities. This study investigates how changes in psychological distress, engagement, and psychosocial demands/resources forecast transitions into presenteeism in different work environments.

*Method:* A longitudinal multi-wave design (five measurement points, 2020–2024) was used to identify employees who reported no presenteeism at baseline but presenteeism at the subsequent time point. Baseline measures captured psychological distress, work engagement, workload, supervisory and coworker support, decision autonomy and recognition. Analyses of variance compared employees who transitioned into presenteeism with those who remained non-presentees, both overall and within on-site, hybrid, and remote subsamples.

*Results:* Consistent with the JD-R health-impairment pathway, psychological distress increased significantly among employees entering presenteeism globally ( $F = 9.11, p = .0026$ ), with a particularly pronounced rise in on-site work ( $F = 9.51, p = .0021$ ). Work engagement showed a modest overall decline; however, the decrease reached significance only in on-site contexts ( $F = 6.64, p = .010$ ), suggesting reduced motivational resources when attendance pressure and visibility are high. Psychosocial demands and resources exhibited modality-specific patterns. Workload, a key job demand, increased significantly among remote workers transitioning into presenteeism ( $F = 6.01, p = .014$ ), aligning with boundary blurring and self-paced work demands. In contrast, supervisor support increased only among on-site transitioners ( $F = 9.63, p = .002$ ), likely reflecting reactive support once strain was observable rather than preventive buffering. Other resources, including coworker support, recognition and autonomy, remained stable, indicating limited protective value during early transitions into presenteeism.

*Conclusion:* Presenteeism appears driven by distinct JD-R dynamics across work modalities. On-site environments amplify distress and engagement related risks, reflecting stronger social visibility and attendance norms. Remote work intensifies workload-driven pressures, while hybrid arrangements show intermediate patterns. These findings highlight the need for modality-specific prevention strategies: proactive psychological distress monitoring on-site, workload management in remote settings, and clarified expectations regarding sick leave and health-preserving behaviours across all modalities. Incorporating JD-R indicators into routine organizational assessments may help detect early shifts toward presenteeism and guide targeted interventions.

O172

**Cohort Effects in Disability Pension Applications for Mental Health Disorders**

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*Background:* Mental health disorders are major causes of permanent disability pensions in Finland. Furthermore, national birth cohort studies suggest that family recipients of social

benefits during childhood is a strong predictor of later work disability. Economic crises increase the use of social benefits and predispose to work ability challenges. In Finland, high rejection rates to work-related benefits constitute barriers to entry to social benefits. We present results on the effect of the Finnish 1991-97 recession on current disability pension application trends.

*Method:* Our data ( $n=14\ 692$ ) consist of primary disability pension applications to a Finnish pension insurer between 2015-2023. Applicants were split into two cohorts by birth year. Cohort A ( $n=6230$ ) was born between 1980 and 1993 and therefore were underage during the recession. Cohort B ( $n=8372$ , birth year 1965-75) comprised the control group. We used diagnosis (ICD-10), sex, and earnings and benefits history as explanatory factors.

*Results:* We analyzed application trends. In cohort A, persons' mean age was 28 to 36 years (range 22-43). In cohort B, ages averaged 45 to 53 (range 40-58). Rejection rates did not differ between diagnoses in either cohort. Rejection-to-approval ratio was constant over time for all cohort-diagnosis pairs. In cohort A the ratio of rejections to applications for mental health disorders was significantly higher than other causes ( $p < 0.001$ ) or any cause in cohort B. Earnings and unemployment benefit trends were similar overall. Increases in rejection rates over time for mental disorders in cohort A are main drivers of overall rejection rate increases from 2015 to 2023.

*Conclusion:* Our results support the hypothesis that economic crises have cohort-specific, long-term effects that can be detected later in benefit claim records. Societal shocks affect entire generations adversely. To cope with these effects, we must implement systemic solutions that decrease application rejection rates in mental health disorders.

**O173**

### **Working Conditions and Mental Health in Healthcare and Social Welfare: A Systematic Review of Longitudinal Relationships**

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*Background:* Mental health concerns are particularly high among employees in the healthcare and social welfare sector. Although research on workplace mental health has increased, the continuous rise in mental health challenges among employees highlights the need for a deeper understanding of this issue. So far, findings in this area have primarily been discussed based on cross-sectional studies, which do not allow for conclusions about causality. The relationships between workplace stressors, resources, and mental health are complex, emphasizing the importance of understanding the causal links between these variables. To date, no review has focused exclusively on longitudinal findings to provide a comprehensive overview of the current state of knowledge in this area. Therefore, this systematic review aimed to synthesize existing knowledge on the relationships between various working conditions and the mental health of employees in the healthcare and social welfare sector based on longitudinal studies. Additionally, research on the potential impact of different working conditions on relevant biomarkers was examined. Central questions were explored concerning the current research findings, the study quality, and the existing research gaps.

*Method:* This systematic review follows the PRISMA guidelines. To identify relevant studies, we searched the following databases: MEDLINE, CINAHL, APA PsycInfo, and APA PsycArticles,

using a comprehensive search strategy without restrictions on language or publication date. Studies were eligible if they were peer-reviewed, followed a prospective longitudinal design, and analyzed quantitative data on the relationship between working conditions, mental health outcomes, and relevant biomarkers over time in healthcare and social welfare employees. In line with the WHO definition of mental health, both positive (e.g., well-being, work engagement) and negative mental health outcomes (e.g., depressive symptoms, burnout) were included. Additionally, the impact of different working conditions and relevant biomarkers (e.g., cortisol, heart rate) was considered. Critical working conditions were identified and grouped using the WHO's categorization of relevant psychosocial working conditions. Data relevant to our objectives were extracted, categorized, and synthesized from the eligible studies, and a bias assessment was performed.

**Results:** The search yielded over 4,500 studies, which were screened for eligibility. The WHO's definitions of mental health and relevant psychosocial working conditions proved to be a useful classification for investigating the dynamics between different working conditions and various mental health outcomes in healthcare and social welfare employees. Clear relationships between specific working conditions (e.g., overload) and certain mental health outcomes (e.g., burnout) could be established. Furthermore, relational patterns between working conditions and different biomarkers highlighted the meaningful impact of certain working conditions on the health of healthcare and social welfare employees. Differences were observed in the direction, strength, and reciprocity of the relationships.

**Conclusion:** This systematic review contributes to a clearer understanding of how specific working conditions impact the mental health of employees in the healthcare and social welfare sector, which can be useful for healthcare and social welfare organizations in promoting and protecting long-term health at work. Additionally, by identifying research gaps, this review gives targeted suggestions for future research in this area.

## O174

### **From Linear to Circular: A New Paradigm for Mental Health and Productivity at Work**

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**Background:** Despite substantial investments in workplace mental health, poor well-being and stress remain widespread, costing businesses billions through sickness absence, presenteeism, and productivity loss. Mental health underpins individual functioning and organizational performance, but also of a lower priority than performance goals. Traditional management approaches, rooted in Taylorism, view human work resources solely as inputs to maximise work outputs, overlooking the need to protect and sustain resources in the longer term. This one-directional view leads to resource depletion and loss, evidenced by burnout, talent loss, and reduced productivity.

**Method:** We ask, 'what happens of human work resources once they are used to produce work outputs?'. By drawing on ideas from circular economy, management theory, and organizational psychology, we propose the concept of Circular Work (CW) to describe the process of work as a continuous cycle, where resources can be depleted/exhausted/lost or renewed/regenerated/sustained. CW reframes the work process as a regenerative cycle with the goal of protecting and renewing human resources.

**Results:** The process of questioning the nature of work, historically and in cognate disciplines, and the nature and value of work resources, yielded four principles on the lifecycle of resources within the work process. 1: *Work resources are interrelated.* Individual and workplace work

resources are closely interrelated elements of the work process. As indicated by CoR and work-life integration theories, resources are closely interrelated, can accrue or vanish together. In addition, employee outcomes are viewed as essential for continued operational effectiveness; however, reciprocal relationships are more common. Positive affect and well-being support adaptive behaviour and performance, whereas the attainment of goals and tasks supports the need for fulfilment, motivation, and well-being (Warr 1987, 2007). 2: *Work resources are renewable*. Individual and workplace resources are renewable to the extent that they can be restored to their original levels after being used. Human resources are akin to renewable and sustainable natural resources (vs. finite and expendable), as they can be depleted and lost or sustained at an optimal level. The goal for depleted human resources is to regenerate and return them back into the work processes. 3: *Work resources are depleted or enriched through their use*. The work process itself can lead to the depletion or enrichment of human work resources. Building on CoR, resource usage increases or decreases resource reserves. The rate of resource use determines whether they will be enriched, sustained, or exhausted. 4. *Regeneration of work resources creates circularity in the work process*. If work resources are interrelated, renewable, and depleted/enriched through the work process, then resource regeneration is an essential goal for work design. This creates a circular work process. The rate at which a resource is renewed is a prerequisite for both sustainability (avoiding depletion) and circularity (returning resources into the work process). *Conclusion*: Circular Work proposes a shift from output-focused management to human resource sustainability. By embedding regeneration into work design and management, the circular mindset can address workforce mental health and organizational productivity concerns. Our analysis highlights six actionable principles: (1) recognize mental health and performance as interconnected; (2) view resources as renewable through work; (3) acknowledge depletion risks from stress; (4) enable regeneration through organizational capabilities; (5) incentivize resource protection; and (6) upskill managers to integrate well-being and performance. CW aligns with UN Sustainable Development Goal 8, promoting decent and sustainable work.

## O175

### **Enhance Employee Well-being at The Team Level: A Process-State Framework of Team Well-being**

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While much of the tools and research on well-being focus on individual well-being (Tay et al., 2023), there is evidence to suggest that well-being is not just shaped by individual factors but also by the dynamics within teams, through shared challenges, emotional contagion, informal support, and communication patterns (Eurofound, 2012; Wuchty et al., 2007). Accordingly, our research focuses on team-level well-being. Drawing on the process–state distinction from the teams literature (Marks et al., 2001), we conceptualise team well-being as a work-related emergent state (i.e. shared experience) of thriving as a team. It describes how well the team, as a unit, functions affectively, psychologically, and socially. For example, a team may function poorly, indicating low team emergent well-being, when members do not co-develop a shared understanding of their tasks and goals, even if they report feeling fine individually. Thus, team emergent well-being is distinct from, yet an outcome of, certain team processes (i.e., interactional behaviours). This distinction enables us to address two questions of both theoretical and practical importance: (1) which team processes are more likely to influence the team emergent well-being and (2) why do these team processes influence the team emergent well-being.

We conducted three studies using independent samples to (a) develop and validate a measure of team well-being processes and (b) revise and validate a scale for the team emergent well-being. Study 1 (exploratory) collected qualitative and survey evidence from working adults ( $N =$

102; Prolific) to gain insight into the existence of distinct team processes characterised by specific interactions intended to enhance team well-being, as well as the content of typical interactional behaviours and the emergent state of team well-being. Study 2 (EFA;  $N = 250$ , Prolific) and Study 3 (CFA;  $N = 400$ , Prolific) used different samples to develop and validate scales of team well-being processes and the team emergent well-being. Study 3 also examined relationships between team well-being processes and team well-being state, as well as testing the discriminant validity with other related but distinct team processes (Marks et al., 2001) and other team emergent states, including team psychological safety, team cohesion, and teamwork engagement. We will further validate the findings in Study 4 using a survey of employees working in multiple teams within a healthcare organization.

Our study aims to make several contributions. Theoretically, we contribute to the well-being literature by providing a state-process conceptualisation of team well-being that distinguishes the emergent, shared experience (team emergent well-being) from the interactional behaviours (team well-being processes) that produce it. Moreover, we identify the particular team processes that matter for the emergent state of team well-being and explain why they do so. By disentangling team well-being processes from other team processes, we show the additional explanatory value of team well-being processes for understanding team emergent well-being. Methodologically, we provide validated measures for both process and the emergent state constructs. The findings can inform organizational interventions aimed at promoting employee well-being at the team level.

## O176

### **Employers' Utilisation of and Collaboration With Occupational Health Services in Preventive Occupational Health and Safety Management**

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*Background:* Employers in Europe, including Sweden, have been obliged by law to provide a safe work environment for more than three decades, and occupational health and safety management (OHSM) must be performed systematically to prevent and manage work-related health problems. Nevertheless, work-related mental health problems remain a global challenge. Employers' lack of knowledge in preventive OHSM has been identified as one of several factors contributing to the inconsistent success of OHSM initiatives. Occupational health services (OHS) are external resources that could potentially be used to improve employers' competence in OHSM. Thus, the aims of this study were to investigate employers' utilisation of OHS in preventive OHSM and to identify contextual, structural and/or processual conditions that are decisive in ensuring successful collaboration with OHS in preventive OHSM.

*Method:* A total of 122 organizations within the Swedish welfare sector (education, social services and healthcare), of which 112 had access to OHS, responded to a quantitative survey. The survey contained 86 items related to contextual factors (e.g., size and type of operations), structural factors (e.g., how the OHSM and collaboration with OHS are organized and access to resources), processual factors (e.g., how OHS are used and how interventions within the OHSM are designed and implemented) and outcomes such as the satisfaction with the collaboration with OHS and preventive OHSM practices. Responses were investigated using a mixed-methods approach for a more comprehensive and nuanced understanding which included both conventional descriptive analysis and novel configurational analysis.

*Results:* Approximately one-third (29–35%) of the 112 organizations with access to OHS reported using OHS to a high or very high degree in designing, decision-making, and

implementing measures within preventive OHSM. Conversely, about one-third reported using OHS to a low or very low degree (27–38%). Nearly half of the organizations (47%) reported successful collaboration with OHS in preventive OHSM. Decisive factors for successful collaboration between employers and OHS included having a contract that enabled the use of OHS and having established routines for involving OHS early in the process of preventive measures—particularly when managing external demands and complex challenges.

*Conclusion:* OHS remain an underutilised resource for most organizations within the Swedish welfare sector, despite the challenges employers face in preventive OHSM. To enhance collaboration, sufficient organizational preconditions must be in place, including contractual arrangements that allow for OHS involvement and established routines that ensure OHS are actively used in practice. The findings also suggest that such collaboration is especially important when facing external demands and complex challenges. Strengthening collaboration in preventive OHSM may also build social capital among all parties involved, potentially further enhancing collaboration.

### O177

#### **Effect Evaluation of an Organizational-level Workplace Intervention to Improve Medical Doctors' Sustainable Employability and the Mediating Role of Changes in Job Factors**

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*Background:* A Participatory Action Research (PAR) based two-year organizational-level workplace intervention, based on the Job Demands-Resources model extended with Psychosocial Safety Climate (PSC), was developed, implemented, and evaluated, to enhance Sustainable Employability (SE) among medical doctors. The effect evaluation study examined the effects of the intervention on job factors and SE indicators. The mediation analysis study examined whether improvements in job factors were associated with improvements in SE indicators between baseline and post-intervention.

*Method:* Twenty-three groups of Dutch medical doctors (N = 805) participated in this intervention study. Online surveys were administered at baseline (T1), mid-intervention one (T2, after 8 months), mid-intervention two (T3, after 14 months), and post-intervention (T4, after 24 months), assessing job factors (five PSC subscales, five job demands, and 12 job resources) and SE indicators (burnout, work engagement, and job satisfaction). In the effect evaluation study, medical doctors who completed at least two measurements were included (n = 463). In the mediation analysis study, medical doctors who completed T1 and T3 and/or T4 were included (n = 350). Missing data at T3 and T4 were imputed. Data were analyzed using linear mixed-effect models.

*Results:* In the effect evaluation study, no significant changes in SE indicators were found between T1 and T4. However, PSC and some job resources (autonomy, role clarity, (financial) rewards, and team reflexivity) improved between T1 and T4. Job demands remained stable, with the exception of an increase in physical demands. A decrease in time pressure and increase in social support from the supervisor and internal communication were found between T1 and T3, but these effects were no longer significant at T4. Minimal changes occurred between T1 and T2. In the mediation analysis study, reductions in job demands and increases in job resources between T1 and T4 were related to improvements in SE indicators between T1 and T4. Improvements in time pressure and opportunities for development were most frequently and strongly related to improved SE indicators. Improvements in PSC were not associated with SE changes, except for a relationship between enhanced PSC participation and involvement and increased job satisfaction.

*Conclusion:* Findings from the effect evaluation study suggest that the intervention is effective in improving medical doctors' PSC as well as certain job resources. However, these improvements in job factors have not yet reflected in improved SE at the end of the intervention. Furthermore, some improvements emerged mid-intervention but were not maintained till the end of the intervention. The mediation analysis study highlights time pressure and opportunities for development as key job factors with the potential to improve SE in medical doctors.

**O178**

**An Intervention Study: Cross-Functional Collaboration in Developing a Proactive Approach to Managing Psychosocial Factors**

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*Background:* Psychosocial factors affect employee well-being, organizational performance, and occupational safety. To manage these effectively, workplaces need models and collaboration strategies that address psychosocial factors within the complexity, dynamicity, and uncertainty of the business environment. Additionally, there is a need to more thoroughly integrate psychosocial risk management into occupational safety management. This organizational intervention study examines the role of cross-functional collaboration, involving HR, occupational safety and health (OSH) professionals, health services, line management, and employees, in developing a comprehensive and up-to-date overview of psychosocial factors. By fostering this collaboration, the study aims to enhance the management and collaborative development of psychosocial risk management.

*Method:* This intervention study applied a mixed-method approach, including interviews, document analysis, and collaborative workshops. The study involved five organizations from different industries, with multiple organizational functions and work roles participating in each organization. Collaborative workshops formed the basis of the intervention; the process included two organization-specific half-day workshops and one joint full-day workshop for all participating organizations. The aim of the intervention was twofold: 1) to examine cross-functional collaboration in creating of actionable strategies and models, and 2) to develop content for the model aimed at the proactive management of psychosocial factors at work.

*Results:* Organizational functions and work roles shared the goal of proactively managing psychosocial factors. However, their differing areas of responsibility, forums and meetings, theoretical frameworks, practical tools, and slightly varied terminology created a need to develop new, more systemic and dynamic methods for managing this topic. The workshop data indicates that organizational functions have tools to identify psychosocial factors and implement measures. However, the level of structured collaboration decreases when it comes to evaluating the measures and their impacts—the core of any efficiency in OSH development. This suggests that the entire process should be treated as a collective object of activity. The results demonstrate how organizations innovated solutions and proactive approaches to enhance the comprehensive management of psychosocial factors.

*Conclusion:* The process and outcome of the facilitated organizational intervention will be discussed; the study provides insights into how proactive approaches can be developed within the cross-functional intervention process. This approach aligns with efforts to advance workplace mental health and reduce the burden of psychosocial risks across industries.

O179

**Effects of Working Time and Setting Arrangements on the Physical and Mental Health and Well-being of Workers: a Systematic Umbrella Review**

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*Background:* Numerous systematic reviews on the association between various working hour arrangements and health have been published in recent years. In addition to this, some reviews have focused explicitly on intervention studies with active involvement on the part of researchers to guide and evaluate change. Additional synthesis is needed with regard to changes which occur naturally and without the active involvement of a research team as results appear to be partly conflicting, and a synthesis of these reviews is lacking. The aim of this systematic review of reviews is to synthesise all available literature relating to the impact of working time arrangements (e.g., length of working hours or types of shift work) and working settings (e.g., location of work or length and timing of computer-assisted work) on the onset, exacerbation or improvement of musculoskeletal disorders, clinical and non-clinical symptoms of depression and anxiety, and mental well-being. The protocol for this umbrella review was developed has been registered on the International Prospective Register of Systematic Reviews (PROSPERO), [CRD42024573502].

*Method:* The development of a systematic umbrella review protocol was guided by the Preferred Reporting Items for Overview of Reviews (PRIOR). A comprehensive search strategy was developed and peer reviewed by a subject librarian and information specialist at a partner organization following the Peer Review of Electronic Search Strategy (PRESS) Guideline. A search of five electronic databases was conducted on 7 January 2025 and will be updated in January 2026 to identify systematic reviews that included primary studies examining the effects of working time or setting arrangements on musculoskeletal health, depression or anxiety and mental well-being among the working population. The methodological quality of the systematic reviews will be assessed using a modified version of the Health Evidence Quality Assessment Tool (HEQAT). A narrative synthesis will be conducted on the included systematic reviews and summaries of the reviews and the results of the risk of bias assessment will be presented.

*Results:* Following the screening of 613 unique records from the initial search, 54 articles were included for full-text review. This search will be updated in January 2026 to gather any additional articles to be included in the full-text review stage and results will be presented reflecting this updated search. Data extraction and quality appraisal will be completed in early 2026 and a presentation of the narrative synthesis will be offered.

*Conclusion:* This systematic review of reviews will synthesize knowledge and aim to resolve conflicting evidence from previous reviews. The findings will provide the most comprehensive knowledge on the research evidence as a basis for future policy, and recommendations and considerations for working arrangements will be shared. The rigour in methodology and execution, including a peer reviewed search strategy applied to five large databases and an evidence-based approach to inclusion criteria, data extraction and quality appraisal will enhance the impact and utility of this umbrella review.

O180

## Mapping Sustainable Employability Instruments and Interventions: An Integrative Framework to Guide Employer Decision-Making

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*Background:* In the context of an ageing workforce, a rising retirement age, and persistent labour market shortages, sustainable employability has become an important topic in human resource management and occupational health psychology. Although many organizations aspire to enhance the sustainable employability of their employees, in practice, employers often struggle to identify appropriate instruments and interventions available to support their goals. Existing review studies employ a wide range of dimensions to categorize sustainable employability instruments and interventions. This diversity of classification approaches makes it difficult to obtain a coherent overview of available options for organizational action. To provide employers with a systematic overview that can serve as a basis for selecting instruments and interventions that suit their needs, we examined how sustainable employability instruments and interventions are categorized in the scientific literature and explored how these classifications can be combined into a practical framework.

*Method:* We conducted a review of systematic literature reviews focusing on HR practices, instruments, and interventions related to sustainable employability, and health and well-being at work. From these reviews, we extracted the dimensions that authors used to classify instruments and interventions. Subsequently, we selected the dimensions that appeared most consistently in the literature reviews and applied these dimensions to organize a dataset of sustainable employability instruments published by the Dutch Ministry of Social Affairs and Employment.

*Results:* The review studies showed that a variety of dimensions are used to categorize sustainable employability instruments and interventions. When comparing these classifications, four dimensions appeared most consistently. These relate to: (1) the target level of the instrument (organization, team, individual); (2) the stage in the change process (diagnosis, plan, action, evaluation); (3) the improvement objective (physical health, mental health, competence, mobility); and (4) the change orientation (protective, promotive). When applied to the dataset, these dimensions enabled systematic categorization of a wide variety of instruments and interventions, such as tests, action plans, training, coaching, employee benefits, working-time arrangements, ergonomic adaptations, and job redesign. The resulting classification framework was integrated into an online tool through which employers can identify appropriate interventions by selecting filters corresponding to their needs.

*Conclusion:* The classification system developed in this study provides a systematic overview of the instruments and interventions available to support sustainable employability. The framework enhances transparency and supports informed decision-making in practice. The accompanying online tool makes the overview accessible and supports organizations in selecting instruments that match their needs when working towards long-term, healthy, and sustainable participation at work.

O181

## **Linking Line Manager Mental Health Training to Presenteeism, Well-Being Practices and Business Performance: A Multi-Study Analysis and Evidence Synthesis**

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*Background:* Workplace mental ill-health is a major and growing challenge in the UK, accounting for over half of all work-related illness and approximately 17 million lost working days each year. The cost to employers is estimated at £53–56 billion annually, largely through absenteeism, presenteeism, and staff turnover. In response, national and international policy bodies now recommend line manager training (LMT) in mental health as a strategic intervention. However, uptake remains uneven, and robust evidence of organizational impact has been limited. This abstract synthesises findings from our programme of research funded by The Productivity Institute, comprising four linked studies that analyze data from more than 7,000 UK firms between 2020 and 2023. Collectively, these studies examine: (1) which organizations offer LMT, (2) whether LMT is associated with wider mental health and well-being (MH&WB) strategies, (3) whether LMT is linked to presenteeism trends, and (4) how LMT relates to business performance outcomes.

*Method:* All studies used secondary analysis of four-wave longitudinal organizational survey ( $n > 7000$  enterprises) data collected via Computer Assisted Telephone Interviewing. Eligible firms had at least 10 employees, were UK-based, and had traded for three or more years. Study 1 used descriptive statistics, chi-square tests and logistic regression to identify organizational characteristics associated with LMT provision. Studies 2, 3 and 4 used probit regression to test whether LMT predicted: adoption of primary, secondary and tertiary MH&WB activities (Study 2), organizational reporting of presenteeism and related actions (Study 3), and performance indicators such as retention, customer service and sickness absence (Study 4). All analyses controlled for organization size, sector, employee profile and survey wave.

*Results:* The proportion of organizations offering LMT increased from 50% in 2020 to 59% in 2023, although 41% still do not provide it. Large organizations and those with younger, more diverse staff were significantly more likely to offer LMT than SMEs with predominantly older, male workforces. Organizations providing LMT were also more likely to implement comprehensive MH&WB activities across primary (prevention), secondary (resilience building) and tertiary (remedial support) tiers, indicating that LMT is rarely offered in isolation. LMT was negatively associated with reported presenteeism, and organizations offering it were more likely to take action to address presenteeism, although many still lacked structured intervention plans. Finally, LMT was positively associated with several organizational outcomes, including improved retention, customer service, business performance, and lower long-term mental-health-related sickness absence.

*Conclusion:* Together, these findings demonstrate that LMT is both a mental health intervention and an organizational performance strategy. Organizations that train line managers in mental health implement broader preventative and supportive practices, experience fewer productivity losses, and report better operational outcomes. Despite this growing evidence, significant inequalities in provision remain, particularly among SMEs and male-dominated sectors, highlighting a need for targeted policy support and incentives. The research also indicates that LMT must be embedded within wider organizational mental health strategies rather than implemented as a stand-alone initiative.

**O182**

**Employee Voice and Work-life Balance Across Cultures**

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*Background:* Although significant attention has been devoted to studying the determinants of work-life balance (WLB), employee voice has received relatively limited focus. Similarly, while the literature on the outcomes of employee voice has devoted appreciable attention to well-being indicators such as job satisfaction, relatively little attention has been given to WLB. This study seeks to fill these gaps across both research streams by examining the relationship between employee voice and WLB. Three types of voices are considered: union voice (UV), non-union employee representation (NER) and direct voice (DV). Furthermore, we identify an additional gap in the literature concerning the moderating role of national culture in the relationship between employee voice and WLB. To address this, the present study explores cultural influences using Geert Hofstede's cultural dimensions framework.

*Method:* Data on individual and organizational characteristics were drawn from the fifth round of the European Social Survey (2010), while data on national cultural dimensions were obtained from Hofstede's official website. The study employs hierarchical linear modelling (HLM) to test the research hypotheses. Our analysis incorporates twenty control variables, covering socio-demographic factors, family-related characteristics (e.g., marital status, number of children) and work-related factors (e.g., total hours normally worked, satisfaction with wage, tenure).

*Results:* The results show that UV has a significant negative relationship, while NER and DV have a significant positive relationship with WLB. The results also reveal that cultural dimensions play a moderating role in the relationship between the three types of voice and WLB. Among the predicted twelve moderation effects (3 types of voices × 4 cultural dimensions), only three were not statistically significant, providing support to some of the research hypotheses.

*Conclusion:* The results suggest that the decline of unions may be partially attributed to their less effective role in addressing employee well-being and support the role of other forms of employee voice in fostering WLB. Moreover, the cultural context strengthens or mitigates the link between specific types of employee voice and WLB. Consequently, in a multinational context, culture cannot be disregarded when implementing policies that enhance different types of voice aiming at fostering WLB. Multinational organizations committed to WLB should consider the nuanced effects of voice across diverse cultural landscapes to ensure that their policies and practices are effective.

**O183**

**Becoming Fulfilled: Assessing Work-life Conflict as a Distractor to Achieving One's Personal Needs**

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*Background:* The relevance of the life-course when assessing work-life conflict is paramount as more research is required on the interconnectivity between the two concepts. This paper reflects on and explores the role that work-life conflict has in understanding how workers can sustain balance in work and life to enhance their resources, by meeting their personal needs across the life course.

*Method:* The study used a cross-sectional design and collected data using an online survey. The participants completed measures of work engagement, organizational commitment, and personal need non-fulfilment as work outcomes, with organizational factors, such as organization size, as well as work climate, busyness, self-efficacy, dispositional optimism, work locus of control, skill discretion and work life conflict as independent variables, along with demographic information, including life course aspects, i.e., age, marital status, and children. The data analyses consisted of psychometric testing, correlation analysis, followed by hierarchical multiple regression (HMR), supporting a listwise deletion of non-valid cases.

*Results:* Participants ( $n = 358$ ; 79% female) were between 17 and 64 years old ( $M=30.52$ ,  $SD=13.66$ ) and worked an average of 23.34 hours ( $SD=14.83$ ). The HMR for work engagement explained a large effect (Adj.  $R^2=.32^{***}$ ,  $f^2=0.47$ ), with greater decision authority ( $\beta=.34^{***}$ ) and self-efficacy ( $\beta = .14^*$ ), predicting higher work engagement. The HMR for organizational commitment explained a very large effect (Adj  $R^2=.49^{***}$ , ( $f^2=0.96$ ), with work climate ( $\beta = .44^{***}$ ), for women rather than men ( $\beta=.14^{***}$ ), decision authority ( $\beta=.22^{***}$ ), and less external locus of control ( $\beta= .10^*$ ) predicting organizational commitment. Personal need non-fulfilment was explained by a medium effect (Adj.  $R^2=.15^{***}$ ,  $f^2=.17$ ), with absence of decision authority ( $\beta = -.21^{**}$ ) and greater work life conflict ( $\beta=.25^{***}$ ) predicting this outcome.

*Conclusion:* It was interesting to note the impact of work-life conflict on a personal resource, but not on work-related outcomes. Work engagement and organizational commitment are key work outcomes, and this sample may have organizational resources for these. Individuals may have to rely on their own resources in respect of personal need non-fulfilment. Further, it does not seem to be an outcome that is studied to a great extent, but it provides context to those resources that individuals would benefit from over the life course. This paper will discuss these issues to consider challenges towards personal resources that can often buffer employees and how they can address these issues to build work-life balance across domains.

## O184

### **More or Less Work-life Balance: Employed Mothers, Fathers, and Non-parents as University Students**

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*Background:* University study opens career paths for school leavers and allows non-traditional or mature aged students (aged 25+) to change or find new careers. University can be stressful and additional role commitments (work and family roles) are likely to impact students with children, financial commitments, or more precarious or part-time employment. The current project explored outcomes for employed university students, including their parental status, to understand these multiple roles. We hypothesised that greater personal and work resources (e.g., self-efficacy, well-being, job autonomy) and fewer personal, family and job demands (e.g., less fatigue, no children, lower challenge demands) would buffer additional role commitments and lead to greater work-life balance (WLB) and fit (WLF), feeling less busy and stressed, and that their work suited their circumstances.

*Method:* A convenience sample of undergraduate students ( $N=288$ , 81% female) completed an anonymous online survey. Participants reported age, gender (male, female), parental status (no, yes), personal characteristics (e.g., health, self-efficacy), parental demands (presence, age of children), working conditions (e.g., hours/week, job autonomy, challenge demands, work-family support), and well-being (as work engagement, life satisfaction, fatigue, distress).

Hierarchical multiple regressions (HMRs) assessed these as predictors of work-life balance, work-life fit, being busy, work suited, and perceived stress. ANOVAs compared parent (Y/N) and gender (M/F) combinations.

**Results:** The sample were parents (n=72; mothers, n=59, fathers, n=13) and non-parents (n=216; females, n=174, males, n=52), aged from 17 to 59 years. They worked from 4 to 88 hours/week (M=22.3, SD=10.8) in mostly part-time jobs (n=251) and reported similar levels of managerial support for work-family issues. ANOVAs found fathers were older and worked significantly longer hours ( $ps < .001$ ) than all others. For everyone, HMRs explained medium (being busy,  $f^2 = .18$ ), large ( $f^2 = .30$  [WLF] to  $.38$  [WLB]) to very large ( $f^2 = 1.34$  [stress]) variance. More demanding conditions (challenge demands, distress, fatigue, more work hours) and lower self-efficacy and well-being increased stress and feeling busy, and reduced WLB and WLF. Feeling work suited them was predicted by managerial support for work-family and greater well-being.

**Conclusion:** Whilst parents were busier and fathers worked longer hours, parenthood was not an additional “burden” for employed university students. Rather than parenthood, feeling stressed or busy reflected challenging job demands, fatigue more generally, and greater distress, whilst well-being underpinned WLB, WLF, along with work that suited. Employers can assist their student-employees with reasonable working conditions (e.g., minimising job demands), building greater work engagement toward better role balance.

## O185

### **Work Engagement, Workaholism and Child Well-being: The Mediating Role of Warm Parental Attitudes among Japanese Dual-earner Couples with Pre-school Children**

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**Background:** With changes in family structures and increasing participation of women in the workforce, the number of dual-earner couples is steadily increasing. Managing both work and family life has become more important than ever. Several previous studies have investigated the relationship between experiences in the work domain and their own and their partner's well-being. However, few studies have explicitly investigated the relationship between parents' work experiences and their child's well-being. In our previous study (Shimazu et al., 2020), we demonstrated the association between work attitudes (i.e., work engagement and workaholism) and their child's emotional and behavioural problems. However, the underlying mechanisms remain unknown. Therefore, this study examines how work attitudes are associated with their child's emotional and behavioural problems by focusing on parents' attitudes towards their children. Based on the Spillover-Crossover Model (SCM), we hypothesize that (a) work-to-family spillover (i.e., work-to-family facilitation and conflict) and (b) warm parental attitudes will sequentially mediate the relationship between parents' work attitudes and their child's emotional and behavioural problems.

**Method:** This study is part of the Tokyo Work–Family Interface Study (TWIN) IV, a large cohort study that commenced in 2024. A cross-sectional online survey was conducted among Japanese dual-earner couples with pre-school children. The partners were kindly asked to answer the survey independently. Regarding the survey about the child, one of the partners was asked to answer. Using valid data from 206 families, the hypothesized model was tested using structural equation modelling.

**Results:** The hypothesized model showed a good fit to the data (GFI=.965, AGFI=.940, TLI=.981, CFI=.987, RMSEA=.021). For both fathers and mothers, work engagement was positively related to work-to-family facilitation, which, in turn, was positively related to warm parental attitudes. In contrast, workaholism was positively related to work-to-family conflict, which, in turn, was negatively related to warm parental attitudes. Fathers' and mothers' warm parental attitudes, in turn, were negatively related to their child's emotional and behavioural problems.

**Conclusion:** Results suggest that parents' work engagement and workaholism are related to their child's emotional and behavioural problems in opposite ways, whereby parents' spillover and warm parental attitudes mediate this relationship. These findings support the SCM and suggest that improving work engagement and decreasing workaholism may decrease their child's emotional and behavioural problems.

**O186**

### **Crossover Effects of Work-Family and Family-Work Conflict on Health and Well-Being: A Dyadic Meta-Analysis of Dual-Earner Couples**

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**Background:** The crossover of work–family conflict (WFC) and family–work conflict (FWC) within couples has been widely examined, but the strength and consistency of these effects across studies is still unclear, especially when conflict is conceptualized dimensionally (time-based, strain-based, behaviour-based) and when both partners' outcomes are considered. Dual-earner couples are particularly vulnerable to these interdependencies because both partners face role demands at work and at home, and one partner's conflict may cross over to the other partner's health and well-being. A dyadic synthesis is therefore needed to determine which dimensions of WFC/FWC are most strongly linked to stress, job satisfaction, and family/relationship satisfaction, and to compare actor and partner effects. The aim of this study is to establish the strength and quality of these associations through a systematic review and meta-analysis among dual-earner couples. The study protocol was preregistered in PROSPERO (CRD42024596013).

**Method:** We included quantitative studies on dual-earner couples that assessed WFC and/or FWC (composite or dimension-based) and at least one of the following outcomes: work-related, family-related or general stress, and/or work, family, or relationship satisfaction. No language or publication date restrictions were applied; non-English full texts were screened using AI-assisted translation. Studies were identified through major databases (EMBASE, ERIC, MEDLINE, PsycINFO, ScienceDirect, Scopus, Web of Science, Wiley Online Library, ProQuest), conference programs of EAWOP, EAOHP, and SOHP (2010–2024), targeted advertisements via these societies, and cross-check searches of related meta-analyses. Sixty-nine manuscripts met the inclusion criteria. Because only a subset reported correlations for specific WFC/FWC dimensions and outcomes, we contacted study authors to obtain missing effect sizes. Meta-analyses will be run in R using metafor. We will compute mean effect sizes (Pearson's  $r$ ) with random-effects models and assess heterogeneity with  $I^2$ . Sensitivity and bias analyses (including outlier checks and models for dependent effects) will be conducted in metafor, metaplan, and multibias. Where power allows, we will present separate estimates for composite WFC/FWC and for time-, strain-, and behaviour-based dimensions, and compare cross-sectional versus longitudinal designs. Analyses will be interpreted within the Actor–Partner Interdependence Model (APIM).

*Results:* Data search and extraction have been completed; meta-analytic computations will be finalized before the conference. We anticipate reporting actor and partner effects for WFC and FWC on stress and on work and family/relationship satisfaction, as well as differences between composite and dimension-based measures.

*Conclusion:* This dyadic meta-analysis will consolidate evidence on how work–family and family–work conflict relate to partners' stress and satisfaction when the couple is the unit of analysis, strengthening crossover research. Where available, dimension-specific data will allow us to explore whether time-, strain-, and behaviour-based conflict operate differently in crossover processes, which can inform more fine-grained theoretical models. Practically, the findings can guide couple- and organization-level interventions toward the forms of WFC/FWC that are most consequential for both partners' well-being.

**O187**

### **The Implementation of New Working Time Rules in Swedish Healthcare – HR Perspectives**

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*Background:* Working time rules are a central part of work environment legislation aiming to promote health and safety in working life. In October 2023, working time rules guaranteeing employees eleven hours of rest between shifts were implemented in Swedish healthcare to comply with the EU Working Time Directive. The new rules banned so called 'quick returns' (e.g. late evening shifts followed by early morning shifts), which before were quite commonly used in Swedish healthcare. The aim of this study was to investigate how HR representatives working on a strategic level experienced the implementation of the new working time rules within Swedish healthcare.

*Method:* Semi-structured interviews were conducted with 19 HR representatives (15 female and 4 male) from 16 (of 21) Swedish healthcare regions. The participants worked on a strategic level and had 2 to 23 years of experience in their present role ( $M = 7$  years). Interview data were analyzed using inductive thematic analysis. The analysis is ongoing, and the results are preliminary.

*Results:* Five main themes were identified. 1) A change challenging to embed within the organizations: HR representatives experienced that the change disrupted an established culture of flexible scheduling and was met with resistance from both employees and managers. The change was perceived as imposed from above rather than requested by the organizations. The implementation also restricted employees' influence over scheduling, and employees often felt that the new schedules limited their ability to balance work and family life. 2) Organizational strain: HR representatives experienced that the process of adaptation to the new working time rules caused a substantial strain on many organizations. The implementation was hampered by insufficient scheduling competence, increased administrative workload, and limited staffing resources. Additionally, limitations of the scheduling applications further complicated the process. Managerial engagement was identified by the HR representatives as a key factor for successful adaptation. 3) Inadequate and insufficient national-level guidance: HR representatives expressed a lack of adequate support from their national employers' organization, which made their work more difficult. 4) Collaboration, both within and across regions and organizations, as well as different efforts of 4) Competence development were perceived as important facilitating factors.

*Conclusion:* Working time changes in healthcare are complex, and benefits from applying a systems approach. Engaged and skilled leadership enhances readiness for change and is a key for implementation outcomes.

**O188**

**Workplace Bullying and Psychosocial Work Conditions: Evidence from a Representative Study in Germany**

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*Background:* Experiencing workplace bullying is associated with various psychological burdens and health consequences, such as depression, anxiety disorders, or cardiovascular problems. Studies suggest that psychosocial stressors at work may increase the risk of bullying. The aim of this study is to investigate the association between psychosocial working conditions and workplace bullying perpetrated by different groups of individuals: a) colleagues, b) supervisors, and c) other persons at the workplace, based on a representative study.

*Method:* The analysis is based on data from a total of 5,015 employees participating in a representative telephone survey on workplace bullying in Germany. The study was funded by the Federal Ministry of Labour and Social Affairs. To examine the relationship between various psychosocial working conditions and the occurrence of bullying by a) colleagues, b) supervisors, and c) other persons at the workplace, such as clients, students, or patients, three separate logistic regressions were conducted. Self-reported factors included perceived leadership quality, meaningfulness of work, social support from colleagues, job autonomy, time pressure, and workplace changes. Analyses were controlled for age, gender, educational level (CASMIN), and professional status.

*Results:* The results indicate that workplace bullying is associated with specific psychosocial stressors. Across all three groups (a–c), bullying was significantly associated with higher time pressure (a: OR=1.48; b: OR=1.52; c: OR=1.39; all  $p<0.001$ ). However, group-specific differences were also observed depending on the source of bullying. For example, bullying by a) colleagues and b) supervisors was associated with lower social support from colleagues (a: OR=0.68; b: OR=0.68; both  $p<0.001$ ), whereas bullying by b) supervisors and c) other persons was significantly more often associated with workgroup changes (b: OR=1.70,  $p<0.001$ ; c: OR=1.19,  $p=0.045$ ).

*Conclusion:* Although this is a cross-sectional study and causal relationships can only be inferred to a limited extent, the results provide valuable insights into the relationship between workplace bullying and psychosocial working conditions. Further research is needed to investigate the extent to which improving specific stress factors could contribute decisively to the prevention of bullying. Potential approaches may include reducing workload through realistic work goals, fostering a positive and supportive team culture, ensuring sufficient time for task completion, and enhancing social support through regular feedback sessions and team development measures. A reduced risk of workplace bullying could sustainably improve employees' mental health.

O189

## Prospective Employee Sexual Harassment: The Experience of Transgender Women in the Job Market

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*Background:* The existence of sexual harassment in the workplace has been extensively documented in extant literature (e.g., Lim & Cortina, 2005), especially against women (e.g., Brown & Battle, 2019). Scholars have documented that it causes several negative outcomes on employees, such as depression, sleep disturbances, and other illnesses (Gale et al., 2019). Therefore, it is considered a negative phenomenon that should be consistently fought against within organizations by, for example, putting in place anti-harassment policies to eliminate these behaviours (Derry et al., 2011). Yet virtually all studies in this tradition focus on sexual harassment within the workplace. That is, once a person has been hired for a position and is actively working. Contrarily, much less is known about people's experiences of sexual harassment before they arrive to work at an organization; particularly, during the selection or hiring stage (e.g., during the selection interviews). We ignore the occurrence of this and its consequences, and thus I try to fill this specific gap. To delve into this issue, I study the lived experiences of transgender women who are actively seeking for a formal job and that have gone through episodes of sexual harassment during their selection interviews (e.g., being asked on dates). The main conceptual aim is therefore to evidence and subsequently conceptualize how and why sexual harassment may occur even before someone is offered a position in an organization (e.g., by members of the selection committee). From a practitioner standpoint, it leads us to summon managers to design safer selection procedures that avoid the chances of sexual harassment during these processes in firms.

*Methodology:* Because I am interested in the lived experiences of transgender people, I undertake an interpretive phenomenological analysis (IPA) (Eatough & Smith, 2017). This method has been deemed well-suited to unearth the characteristic essences of the experiences of people to develop new conceptual insights and theory (Gill, 2014). As field of study, I was introduced to two transgender women, Filomena and Lúcia (pseudonyms), who were seeking for a formal job in the Barcelona metropolitan area. I entered this field of study thanks to the help of three organizations: 'Actua Vallès', 'Stop Sida', and the Barcelona city hall. Meeting them was serendipitous, in the sense that I did not expect to find sexual harassment issues, but I decided to change the direction of the interview when they brought up this topic. In IPA, the main source of information is intensive, in-depth phenomenological open-ended interviews with small samples (Smith & Osborn, 2008). So, I interviewed Filomena about her experiences in the job market as a transgender woman, especially concerning sexual harassment during selection processes.

*Results:* They revealed different sexual harassment experiences that she has been through during selection interviews. For instance, Filomena mentioned that she was asked out on romantic encounters such as dates (i.e., unwanted attention, unwanted socialization). Also, she mentioned that during another event she was asked to perform oral sex to the interviewer during the interview. She then elaborates on why she believes these things happen to transgender women specifically. Considering this, these findings suggest that because of the way that selection interviews are designed—usually, one-on-one and in closed, private spaces—this enables these instances as spaces for sexual harassment for vulnerable populations, such as transgender women. Moreover, it speaks to the 'objectification' of transgender people in work, as they are oftentimes the target of abuse and harassment in and around organizations. There is evidence of how, especially cismen, fetishize transgender women (Lloyd & Finn, 2017), and these attitudes seem to seep into organizations as well.

They, in fact, interpreted that it has to do with the way transgender women are perceived socially: as objects related to sex (prostitution), alcohol, and drugs. So, they are not befitting for a formal job.

*Conclusion:* The expected contribution of this manuscript is threefold. First, I plan to evidence this understudied phenomenon: i.e., sexual harassment during the selection process. My aim is therefore to put it centre stage to draw scholarly attention to this overlooked issue. Second, I want to take a critical look at the design of workplace interviews to make them safer spaces for all vulnerable groups. By focusing on contextual issues that may enable the deviant behaviours of interviewers, we can propose distinct ways to rethink interviewing and consequently disincentivize these bad conducts. Third, I want to contribute to the literature at the intersection of transgender people and organization studies (e.g., Ozturk & Tatli, 2016; van Borm & Baert, 2018) by showing how the objectification of vulnerable groups affects their chances in the labour market. Interviewees mentioned that being transgender women entails that they are often seen only as sexual things, which make others see them as less serious or less committed to work (i.e., leading to sexual harassment).

## O190

### **Making the Invisible Visible: Conceptualising and Measuring Microaggressions Experienced by Part-Time Employees**

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*Background:* Part-time employment represents a considerable share of the global workforce. About one in five employees in the EU-27 work part-time (17.8% in 2023; Eurostat, 2025), underscoring that this is not a marginal form of work but a fundamental feature of current labour markets. Research on part-time work has largely focussed on individual outcomes such as income (e.g., Nightingale, 2019), organizational advancement (e.g., van Osh & Schaveling, 2020), job satisfaction (e.g., Udayar et al., 2025), and work-life balance (e.g., Beham et al., 2019). However, far less attention has been paid to the interpersonal challenges part-time employees face. Part-time work deviates from the full-time work norm that is dominant in many workplaces. This makes part-time workers easy targets of contra-productive work behaviour, often subtle and covert. Such behaviour frequently takes the form of microaggressions: indirect, ambiguous, and often unintended acts of everyday discrimination (Sue et al., 2007). Microaggressions have received considerable attention (Newman et al., 2025) and the knowledge is still accumulating. We identified two gaps. First, most research on microaggressions to date has primarily focussed on social identity components (e.g., race; Sue et al., 2007), overlooking how structural components (Ong, 2021) – such as employment status, particularly part-time work – can also shape experiences of microaggressions. These types of microaggressions may appear more ‘neutral’ or ‘justified’ due to their grounding in objective, contractual conditions. Unfortunately, this may make them harder to recognise, challenge, or address – and potentially more detrimental to well-being. Second, current conceptualisations are typically group-specific and behaviour-focussed (e.g., gendered microaggressions: “objectified me based on physical features”; Lewis & Neville, 2015), limiting their applicability across diverse populations. Therefore, a broader conceptualisation that captures individuals’ generic perceptions, interpretations, and emotional responses to microaggressions – without them being part of a specific group – could provide complementary insights to behaviour-focussed conceptualisations.

To address these research gaps, we aim to conceptualise and develop two measures, one focussed on micro aggressive behaviours that part-time employees may experience and the other about their perceptions and interpretations of these behaviours. We will adopt a

combined deductive-inductive approach. Deductively, we will draw on items from existing microaggressions questionnaires and adapt them to the part-time work context. Inductively, semi-structured interviews will be conducted to generate additional items for both measures.

*Method:* The interview sample will consist of 35 Dutch-speaking part-time employees from female- and male-dominated sectors, ensuring contextual diversity. Data will be analyzed by coding the collected critical incidents using NVivo. These incidents are gathered through interviews structured with the Critical Incident Technique (Flanagan, 1954), which prompts participants to describe specific experiences of microaggressions in the workplace, including the encountered behaviours, the context, their interpretations, and emotional reactions. The collected incidents will inform the development of the two measures.

*Results & Conclusion:* Data collection and analysis will conclude by February 2026, and a full version of the questionnaire – including both measures – will be presented at the EAOHP conference.

## O191

### **From Silence to Speaking Out: Factor Shaping SVH Disclosure Decisions in Higher Education**

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*Background:* Sexual violence and harassment (SVH) have been described as an 'epidemic' in higher education institutions globally with profound consequences at individual, group and organizational level (Bondestam and Lundqvist, 2020). There is evidence that certain groups are more at risk of exposure, for example those in marginalised positions related to gender, sexual orientation, race/ethnicity, and those in precarious employment (Bondestam and Lundqvist, 2020). These multiple and intersecting inequalities can also impact victims' decisions to disclose. Disclosing SVH is hoped to reduce the impact of the violence, however the process is often constrained by systemic, cultural, and institutional barriers (Jones, 2025) and can lead to further traumatization. Adopting an intersectional lens, this paper examines the different factors that shape victims' of SVH decision to disclose in higher education.

*Method:* Using a trauma informed approach, in-depth semi-structured interviews were undertaken with victims of GBVSH from across the higher education sector in Ireland. Interviews probed factors influencing decisions to disclose, perceptions of support and risk, and consequences for work and well-being. The interview data was systematically analyzed to identify patterns in the decision-making process, and long-term impacts.

*Results:* Our findings demonstrate that certain groups are more at risk of GBSVH. Of the 18 interviews, only two did not identify some form of additional minoritisation, such as race, migration status, physical disability, neurodivergence. The factors that made individuals vulnerable to GBSVH also impacted their decision to disclose. With one exception, everybody who participated in this study had disclosed to somebody. However, each decision to disclose was deeply personal, complex and influenced by cultural and organizational factors. Our findings highlight how gendered and cultural norms, power asymmetries, normalisation of gender-based violence and misogyny all fed into the ability of participants to name their experiences as violent or unacceptable to themselves and others, particularly for those in marginalised positions. Factors influencing the decision to disclose (or not) included the fear of disbelief, being blamed, perceived negatively by others, social or professional backlash or inaction. The potential impact on others also shaped their decision to disclose; on their family, including parents, their children, and in some case possible repercussions for the perpetrator.

*Conclusion:* It is through the disclosure process that survivors can be supported and empowered on their journey towards healing. However, individuals most in need of support from dedicated services were inhibited from disclosing owing to a minority status; gender inequality; discrimination; shame; or dependency on lecturers and supervisors. Support needs to be targeted towards those most at risk, and to members of minority groups. Thus, engagement with key actors and units within HEIs in contact with individuals at risk is important not just in relation to prevention measures but also in relation to making the decision to disclose.

## **O192**

### **Workplace Bullying, Sleep Disturbances and Type 2 Diabetes**

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*Background:* Workplace bullying has been associated with short sleep duration and sleep disturbances. While these associations may be bidirectional, this study aimed to examine whether the relationship between workplace bullying and incident type 2 diabetes (T2D) is mediated by sleep disturbances or short sleep duration, and conversely, whether workplace bullying mediates the association between sleep problems and T2D.

*Method:* We used data from the Swedish Longitudinal Occupational Survey of Health, the Work and Health in Denmark study, and the Finnish Public Sector study, comprising 54,433 participants. Workplace bullying, sleep disturbances, and short sleep duration were assessed using self-reports, while incident T2D cases were identified from national health registers. Natural effect models with time-to-event outcomes were applied to estimate total and indirect effects, accounting for exposure-mediator interactions. To further clarify directionality between bullying and sleep, emulated trial analyses were conducted.

*Results:* Workplace bullying was associated with a 1.5-fold higher risk of developing T2D (95% CI 1.20–1.86). Sleep disturbances and short sleep duration were also associated with increased T2D risk (HR = 1.40; 95% CI 1.17–1.67 and HR = 1.30; 95% CI 1.14–1.48, respectively). When bullying and sleep were measured temporally (exposure at T1, mediator at T2) and adjusting for age, sex, educational level, country of birth, prior mental disorders, body mass index, alcohol intake, smoking and physical activity, workplace bullying mediated 22.2% (95% CI 10.0–34.4%) of the association between short sleep duration and incident T2D. Emulated trial analyses further supported that onset of short sleep duration was associated with the subsequent onset of workplace bullying (OR = 1.41; 95% CI 1.08–1.84).

*Conclusion:* Approximately one-fourth of the association between short sleep duration and incident T2D was mediated through workplace bullying. These findings suggest that improving sleep health may represent a valuable target for preventing workplace bullying and reducing diabetes risk.

## **O193**

### **Psychosocial Safety Climate and Workplace Mistreatment among Surgeons and Surgical Trainees in the United Kingdom**

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*Background:* Psychosocial safety climate (PSC) concerns an organization's policies, practises and procedures designed to protect workers' psychological health and safety. PSC precedes and influences psychosocial working conditions (e.g., job demands, job control, managerial and

peer support) and behavioural expectations, functioning as an important upstream factor in the determination of health and well-being outcomes. Workplace mistreatment refers to a host of unacceptable behaviours exhibited in work-related contexts including, but not limited to, bullying, sexual harassment, and discrimination. Such mistreatment is widespread and persistent within surgery in the United Kingdom (UK), having detrimental impacts on surgeon well-being, performance, and turnover intentions, in addition to patient safety outcomes. There is an urgent need for preventative solutions to reduce mistreatment among surgeons and surgical trainees. A high-quality PSC has been shown to be associated with lower levels of bullying in various occupational contexts, suggesting that efforts to foster a strong PSC in UK surgery might provide a mechanism through which to reduce the incidence of workplace mistreatment in this particular context. To test this case, the current study explored relations between PSC quality and three forms of workplace mistreatment in UK surgery.

*Method:* An online cross-sectional survey was available from January to June 2025, shared through social media channels, personal contacts, and UK surgical/medical societies. Measures included: PSC (PSC-12), bullying (NAQ-R), sexual harassment (previously developed scale for sexual harassment behaviours in NHS surgical populations), and discrimination (self-labelling method – in which participants indicate whether they have experienced discrimination or not based on a provided definition). Participants were asked to consider the last 12 months when providing responses. Data for each variable were dichotomised in accordance with recognised cut-off scores. Associations between PSC and the three types of mistreatment were analyzed using logistic regressions (adjusting for relevant confounding factors: age, gender, ethnicity and surgical grade).

*Results:* A total of 256 usable responses from UK surgeons and surgical trainees were available for analysis. The gender ratio was 5 female:9 male, with 37% trainees and 63% consultants. In adjusted analyses, a poor-quality PSC was associated with having been bullied (OR = 3.97; 95% CI = 1.60–9.86) and discriminated against (OR = 3.65; 95% CI = 1.04–12.8) but not being the target of sexual harassment within the preceding 12 months.

*Conclusion:* This study found that surgeons and surgical trainees employed in an organization with a poor-quality PSC were four times more likely to have been bullied and three and a half times more likely to have been the target of discrimination within the preceding 12 months than those employed in an organization with a high-quality PSC. These findings suggest that PSC has the potential to be an effective lever by which to reduce and eliminate workplace mistreatment. Future research exploring approaches to fostering a high-quality PSC in healthcare settings would support the development of practical recommendations for organizations.

## O194

### **From Evidence to Practice: Developing Swedish Occupational Health Guidelines on Health Promotion and Work Accommodation for Employees with Autism and ADHD.**

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*Background:* Autism and attention-deficit/hyperactivity disorder (ADHD) are common among working-age adults. These neurodevelopmental conditions are diagnosed in the extreme end of the normal distribution of a variety of psychological traits and are associated with risks for

negative outcomes, such as mental disorders and social exclusion. Inclusive and sustainable workplaces are essential for maintaining work ability, participation, and health among employees with autism and ADHD. Without appropriate accommodations, these outcomes may be compromised. International literature offers insights into workplace interventions. Sweden has lacked systematic, evidence-based guidance tailored to its occupational health context. Such support is critical for strengthening the role of occupational health services (OHS) and informing employers, employees and HR professionals. To address this gap, a national guideline on health promotion and accommodations for workplaces and for employees with autism and ADHD has been developed by the Swedish Agency for Work Environmental Expertise, to be launched in 2026 by the Swedish Work Environment Authority after the merging of the two authorities.

*Method:* Guideline development during 2025 followed evidence-based practice principles in occupational health, informed by work on practice-based networks and community-of-practice approaches. A systematic review of international research, legislation, and guidelines identified effective interventions and accommodations. Swedish policy documents and reports further informed the synthesis. A multiprofessional expert group collaborated with an occupational medicine reference group, supported by the Swedish Association of Occupational Health Services. Central to the process were stakeholder dialogues involving over 170 representatives from authorities, employer and employee organizations, professional associations, advocacy groups, researchers, HR specialists, practitioners, and individuals with lived experience of autism and ADHD. These consultations defined scope, focus areas, and recommendations. Independent experts reviewed the draft to ensure scientific quality and applicability.

*Results:* The guideline provides a practice-oriented framework adapted to Swedish OHS. It contains three main components: 1) an introduction summarizing current knowledge on autism and ADHD in working life, relevant Swedish legislation, and theoretical models of work ability and functioning; 2) recommendations for organizational and workplace-level interventions to promote safe, inclusive, and health-promoting environments, grounded in systematic work environment management and universal design, and 3) recommendations for OHS on individual-level assessments, dialogue methods, and tailored work accommodations and interventions. Work ability is conceptualised as relational, shaped by the interaction of individual resources and workplace demands. The WHO's International Classification of Functioning, Disability and Health (ICF) informed the framework, emphasising functioning over diagnosis and underlining the role of personal strengths, participation, and environmental factors.

*Conclusion:* A participatory development process proved feasible and valuable. By integrating research with perspectives from stakeholders and individuals with lived experience, the guideline has been designed to be relevant, legitimate, and implementable. The guideline aims to strengthen evidence-based practice, promote sustainable working life for employees with autism and ADHD, and contribute to inclusive, equitable, and health-promoting workplaces in Sweden. The launch highlights the guideline as a national initiative that has generated strong interest among a wide range of stakeholders.

## **O195**

### **Occupational Health and Safety Management in Small Enterprises - A Literature Review and Interviews With Occupational Safety Inspectors**

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Small enterprises with fewer than 50 employees constitute the predominant form of enterprises in Sweden, as well as in many other countries. Within this category, micro-enterprises—defined as firms employing fewer than 10 people—represent a distinct subgroup.

The overall aim of the present review is to advance understanding of how occupational health and safety (OHS) management is conceptualized and implemented in small enterprises, and to identify the barriers and enabling factors that influence OHS practices in these firms. The analysis draws on a rapid literature review covering studies published from 2010 onward, complemented by interviews with 16 occupational safety inspectors.

In total, 31 studies were included in the review. The analysis generated four overarching themes: (1) managers' and employees' attitudes toward OHS; (2) factors that facilitate or hinder OHS management in small enterprises; (3) OHS-oriented measures and interventions; and (4) collaboration between small enterprises and external expert resources. The findings indicate that managers generally view OHS issues as significant and express a clear willingness to address them. Many managers demonstrate an understanding that investing in workplace health and safety enhances employee motivation and strengthens the company's reputation. Factors identified as enabling effective OHS management include managers' active involvement in health and safety matters, a manageable workload, autonomy in organizing their work, a positive and supportive organizational climate, and adequate financial and human resources. In contrast, barriers to active OHS management include insufficient managerial competence to address health and safety issues, rigid regulatory requirements, financial limitations, limited use of external expertise (such as occupational health services), and restricted managerial discretion resulting from high workloads and isolated leadership roles.

Regarding collaboration with external expert resources, the reviewed studies show that small enterprises engage with occupational health services to varying degrees but frequently express uncertainty about how to effectively utilize such services. Findings from interviews with occupational safety inspectors were synthesized into an overarching theme that encapsulates their insights and experiences concerning OHS management in small enterprises. The inspectors emphasize that systematic OHS management is rarely an integral part of small- and micro-enterprise operations. A lack of formalized procedures and collective organization of health and safety responsibilities was identified as a key limitation. In particular, the absence of systematic documentation of OHS conditions and related actions emerged as a prominent shortcoming, which may contribute to the invisibility of occupational health and safety problems within small enterprises. However, findings from both the literature review and the interviews indicate that some enterprises demonstrate good practices in managing OHS issues, implementing health-promoting activities, addressing mental health concerns, and improving psychosocial working conditions. Further research is warranted to explore these positive approaches in greater depth.

## **O196**

### **From Weather to Whether: A Scoping Review of How Organizations Build Psychosocial Safety Climate**

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*Background:* Psychosocial Safety Climate (PSC) is increasingly recognised as a systemic theory of stress and a foundational organizational resource for preventing psychosocial risks and promoting mental health at work. Defined as employees' shared perceptions of leadership commitment, prioritization of psychological health, open communication, and participatory practices, PSC serves as an upstream factor that shapes work conditions and mitigates the emergence of psychosocial hazards. Extensive research associates high PSC with reduced stress, burnout, bullying, and depressive symptoms, as well as enhanced engagement, well-being, and organizational performance. Despite this strong theoretical and empirical grounding,

limited studies have examined how PSC can be intentionally strengthened through organizational interventions. Although emerging evidence suggests PSC can be improved through leadership initiatives, participatory processes, or integrated prevention systems, empirical knowledge remains fragmented. To address this gap, we conducted a scoping review to map existing approaches and clarify how PSC has been operationalized. Specifically, we sought to 1) identify interventions explicitly aiming to improve PSC and 2) to examine the mechanisms, conditions, and components proposed to support its development within organizations.

*Method:* This scoping review followed Arksey and O'Malley's framework and subsequent refinements and is reported according to PRISMA-ScR guidelines. A comprehensive search strategy, developed with a research librarian, was used across MEDLINE, PsycINFO, Web of Science, Business Source Premier, and ABI/INFORM, along with Google Scholar, dissertations, and the PSC Map. Peer-reviewed studies published in English from 2007 to 2025 were eligible. Two reviewers independently screened titles, abstracts, and full texts, resolving discrepancies through discussion. Data were charted using a standardized form and narratively synthesized to map intervention characteristics, mechanisms, contextual factors, and outcomes related to developing or strengthening PSC.

*Results:* The scoping review identified a small but growing number of studies specifically implementing interventions aimed at strengthening PSC. Most interventions occurred at the organizational level and focused on leadership development, participatory approaches, or integrating PSC principles into broader prevention systems, resulting in generally modest improvements in PSC and its core dimensions. In addition to these common patterns, the review also uncovered several notable gaps and unexpected findings. Indeed, some interventions purported to target PSC but addressed only isolated elements (e.g., leadership commitment) rather than the broader climate construct. Conversely, organizational initiatives not explicitly designed around PSC nonetheless reported PSC improvements, suggesting indirect effects. Heterogeneous measurement instruments and limited documentation of implementation fidelity hindered comparative assessment. Several studies also identified transient PSC declines during early phases of organizational change. Overall, the evidence base remains emergent and somewhat inconsistent.

*Conclusion:* Together, these findings highlight the need to refine how PSC is conceptualized and operationalized in intervention research. The diversity of approaches—and the inconsistencies in how PSC is targeted or indirectly affected—suggest that the field must better theorize the processes through which organizational actions become shared perceptions. Future work should deepen the understanding of these mechanisms and boundary conditions. As legislation increasingly obliges organizations to prevent psychosocial risks, advancing rigorous, theory-driven PSC intervention research becomes both timely and essential.

## **O197**

### **U.S. State, Organization, and Supervisor Supports for Abortion Access in Relation to Employee Well-being: Vignettes Versus Reality**

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*Background:* This study aims to understand how state law, organizational policies, and supervisor actions that facilitate abortion access interact to predict employees' attitudes toward their organization and well-being. We use organizational support theory (Eisenberger et al., 1986) to propose that abortion-facilitative organizational policies and supervisor actions are

viewed as employee support, which is internalized to increase employee well-being (Fletcher et al., 2025; Moran et al., 2025). We also propose that state abortion-restrictive legislation stands in contrast to abortion-facilitative organizational benefits and supervisor actions, making them stronger, clearer sources of support and increasing the magnitude of relationships with well-being (Kurtessis et al., 2017; Moran et al., 2025).

*Method:* We test our hypotheses across two studies: an online vignette experiment manipulating state, organization, and supervisor abortion-facilitative support (convenience sampling,  $N = 167$ ), and a cross-sectional survey of employees randomly sampled via residential postcards sent within four states in the United States (Florida, Texas, California, and New York,  $N = 290$ ). Predictors that are manipulated (Study 1) and measured (Study 2) include abortion-facilitative (vs. restrictive) state law, organizational policy, and supervisor actions (Center for Reproductive Rights, 2022; Fletcher et al., 2025). Measured outcomes include perceived organizational support (Eisenberger et al., 1986) and employee well-being (depression, anger, anxiety, optimism, happiness in Study 1; positive affect, negative affect, life satisfaction in Study 2) (Blanchflower & Bryson, 2024; Bono et al., 2013; Mackinnon et al., 1999; Matthews et al., 2022)

*Results:* Study 1: Vignette findings suggest abortion-facilitative organizational policy and supervisor actions increment beyond one another to predict greater perceived organizational support and better anticipated employee well-being. Abortion-facilitative state law also incrementally predicts employee well-being. State law was not a significant modifier of organization or supervisor actions on employee outcomes. Study 2: Cross-sectional survey findings show no support for direct effects of state, organization, or supervisor abortion-facilitative actions on employee perceived organizational support or well-being. Instead, state law modifies organization and supervisor actions' relationships with perceived organizational support and employee well-being. Abortion-facilitative organization and supervisor actions are more strongly linked with two positive employee outcomes when state law also facilitates abortion access. However, abortion-facilitative supervisor actions are more positively linked to employee life satisfaction when state law is restrictive. Post-hoc findings in both studies suggest supervisor abortion-facilitative actions are more positively associated with employee outcomes when organizations also have facilitative policies.

*Conclusion:* Employees interpret signals of abortion-facilitation sent by the organization and supervisors, such that abortion-facilitative policies and actions are associated with better perceived support and well-being compared to restrictive policies and actions (Casper & Harris, 2008; Moran et al., 2025). Failure to replicate this finding in the cross-sectional survey suggests that abortion facilitation efforts must be conspicuous to benefit employee support and well-being. The macro political environment plays a more significant role on individuals' attitudes and well-being than individuals may expect. When facilitative contexts align, signals become more positively associated with employee perceived support and well-being. Practically, our study lends empirical support to the important role of organizations and supervisors for facilitating abortion access in the U.S.

## **O198**

### **The Effect of Seasonality on Pro-Environmental Behaviour Among White- and Blue-Collar Employees: The Role of Psychological Well-Being and Eco-Anxiety**

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Climate change and seasonal variations are increasingly shaping how employees feel, think, and act within their work environments. While growing attention has been paid to environmental sustainability in organizations, relatively little is known about how seasonal affective patterns

influence pro-environmental behaviour (PEB) across different occupational groups. Previous research has shown that environmental and climatic factors can influence human mood, energy levels, and motivation, yet the implications for sustainable workplace behaviour remain underexplored. Building on the framework of positive psychology, this study aims to examine the effect of seasonality on PEB among both white- and blue-collar employees, focusing on the mediating role of psychological well-being and the moderating role of eco-anxiety.

Data will be collected from approximately 300 employees working in diverse sectors such as manufacturing, services, and logistics. Participants will complete validated measures of seasonality (SPAQ), the Psychological Well-Being Scale, the Eco-Anxiety Scale, and the Pro-Environmental Behaviour Scale (Gulay & Ekici, 2016). Mediation analyses will be conducted to test the hypothesised relationships. Demographic and occupational variables such as gender, job type, and exposure to environmental hazards will also be controlled using IBM SPSS 25.0.

It is expected that seasonality will significantly predict employees' engagement in pro-environmental actions. Psychological well-being is anticipated to partially mediate this relationship, suggesting that employees who experience higher well-being will be more likely to sustain environmentally responsible behaviours across seasons. Furthermore, eco-anxiety is expected to moderate the relationship: individuals with higher eco-anxiety will likely demonstrate stronger pro-environmental engagement, particularly during periods of increased daylight and positive affect.

The findings are expected to contribute to both environmental and occupational health psychology by illustrating how mental health and environmental awareness jointly shape sustainable work behaviour. The study will offer insights for developing workplace interventions that integrate seasonal mental health strategies with green organizational policies. Such interventions may foster not only environmental responsibility but also enhance employees' overall psychological well-being, resilience, and meaning at work aligning with the broader goals of sustainable and mentally healthy workplaces.

## O199

### **Eco-Anxiety at Work: Understanding the Psychological Costs of Climate Concerns in Canadian SMEs**

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*Background:* Eco-anxiety, defined as emotional distress related to climate change (Clayton, 2020), is emerging as a growing psychosocial issue with potential implications for occupational health and performance (Ayassamy et al., 2024). Although climate-related stress has been documented in the general population (Galway & Field, 2023; Hickman et al., 2021), much less is known about how eco-anxiety manifests in workplaces, or how it relates to employee well-being and functioning. Small and medium-sized enterprises (SMEs) are particularly relevant contexts given their high vulnerability to psychosocial risks and limited access to structured mental health resources (Visentin et al., 2020; Villeneuve et al., 2023). Using the JD-R model (Bakker & Demerouti, 2016), this study examines eco-anxiety as a factor affecting job demands and explores its consequences for psychological well-being and performance. Specifically, it aims to:

*Method:* The study draws on data from a national survey conducted in 2025 with French and English-speaking Canadian workers employed in SMEs (<500 employees). The analytical sample includes 2,020 participants, including 740 managers. Respondents completed validated measures of eco-anxiety (Ágoston et al., 2022), well-being (anxiety, depression (Kroenke et coll., 2009), resilience (Cénat et al., 2018), burnout (Shirom & Melamed, 2006), job demands

and resources (Truchon et al., 2025), mental health self-management behaviours (Roberge, Meunier & Cleary, 2022), as well as self-reported performance and turnover intention. Linear regressions, group comparisons, and mediation analyses were conducted to examine associations between eco-anxiety, well-being, and performance indicators. All psychological variables were rescaled to a 0–100 metric to facilitate interpretation.

*Results:* Workers reported moderately high levels of environmental worry (mean = 59/100), but lower levels of functional consequences of eco-anxiety (mean = 29/100). Younger workers (18–34 years) showed the highest levels of eco-anxiety, while managers reported greater emotional conflict and fatigue, reflecting their dual responsibility for organizational decisions and climate-related expectations. Higher eco-anxiety was positively associated with symptoms of anxiety, depression, and burnout and negatively associated with resilience. Functional consequences showed the strongest links with poorer well-being and higher psychosocial strain. Mediation models indicated that burnout is a mediator in the relationship between functional eco-anxiety and poorer work performance and higher turnover intention.

*Conclusion:* Eco-anxiety is an emerging psychological demand with meaningful implications for well-being and performance in SMEs. Although environmental worry is widespread, functional impairment remains relatively low, highlighting a critical prevention window. Psychosocial risks and self-management capacities appear to moderate the impacts of eco-anxiety, aligning with JD-R predictions. These results underscore the need to integrate environmental emotions into occupational health models and organizational policies, and to equip both workers and managers with resources that foster resilience and agency in the face of climate-related stressors.

## O200

### **Promoting Mental Health and Resilience Among Outdoor Workers in a Changing Climate: Insights From the CliMent COST Action CA23113**

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*Background:* Outdoor workers are increasingly exposed to climate-related stressors such as extreme weather, environmental degradation, and unstable working conditions. These exposures contribute to elevated risks of eco-anxiety, eco-depression, post-traumatic stress, chronic stress, and violence. Despite their vulnerability, outdoor workers remain underrepresented in occupational health psychology research and policy. The CliMent COST Action CA23113 (Climate Change and Mental Health: Understanding, Risk, Resilience, and Interventions) as a transdisciplinary network was initiated to promote mental health and resilience among climate-exposed populations. The objectives of CliMent COST Action include: to synthesize existing knowledge and conceptual frameworks; to identify risk and resilience factors specific to vulnerable populations such as outdoor workers; to develop and evaluate climate-sensitive interventions; and to engage stakeholders and disseminate findings.

*Method:* To address this gap, we conducted desk analysis using available scientific and policy resources to obtain a comprehensive overview of the climate-related mental health issues in outdoor workers. The findings of the analysis were used to develop targeted activities that would be in line with CliMent activities.

*Results:* The desk analysis and initial findings from stakeholder engagement and expert discussions revealed that outdoor workers are disproportionately affected by climate-related

mental health challenges. These issues are exacerbated by exposure to extreme weather conditions, limited access to mental health services, and low awareness of psychosocial risks in occupational settings. The analysis showed significant gaps in awareness, preparedness, and support systems for outdoor workers. There is a pressing need for targeted, climate-sensitive interventions that integrate mental health into occupational safety strategies. These activities include mapping existing evidence, identifying sector-specific vulnerabilities, and engaging stakeholders to co-create strategies that promote resilience and mental well-being among outdoor workers. As an added value, CliMent is currently developing a conceptual framework for climate-sensitive mental health promotion, informed by cross-sectoral input and evidence synthesis.

*Conclusion:* The findings of this analysis reinforce the urgent need to address climate-related mental health risks among outdoor workers through targeted, evidence-based strategies. By aligning its activities with these needs, the CliMent COST Action CA23113 offers a timely and collaborative framework for advancing occupational health psychology in the context of climate change. Through its multidisciplinary approach and stakeholder engagement, the Action contributes to the development of inclusive, climate-sensitive interventions that promote resilience, mental well-being, and sustainable working conditions for vulnerable occupational groups. Finally, it is worth mentioning that the Action emphasizes inclusivity, with a focus on engaging researchers from COST Inclusiveness Target Countries and early-career investigators.

## **O201**

### **Ensuring Employee Well-being During Green Change: An Interview Study**

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*Background:* Organizational change is known to often have a negative impact on employee well-being in the form of increased work stress, job insecurity, and reduced justice perceptions, for example. One highly important driver of organizational change in high-emission organizations is the green transition. In the coming decades, regulatory, economic and technical developments will lead to wide-reaching changes in many high-emission organizations the form of cutbacks, re-organization (e.g., towards more environmentally friendly production techniques) or adoption of new technology. If not managed well, the well-being consequences of these overarching changes can have profound implications for employees. In addition, these consequences may particularly be experienced by socioeconomically disadvantaged employee groups. A societal implication hereof is an increased risk of resistance or backlash towards green change.

*Method:* Data collection is ongoing. We aim to collect >30 interviews focusing on work environment, sustainability or HR professionals (as relevant depending on the context), managers and employee representatives with experience from green change implementation. Focus is on high-emission organizations since a greater rate of green change can be expected here in the future, and thus more significant impact on employee well-being. We analyze data using a thematic analysis approach.

*Results:* Data collection is still ongoing. Results will focus on the following themes: 1) challenges in integrating a focus on well-being during green change (e.g., due to complexity of decision-making or implementation processes, or prioritization of green or economic goals over well-being), 2) the potential for promoting well-being during green change (e.g., through

employees transitioning to higher-quality green jobs), and 3) experiences with practical strategies and approaches for integrating a focus on well-being in green change.

*Conclusion:* It is highly important to address the well-being consequences of green change, both in terms of preventing potential negative consequences and make use of opportunities for positive change (e.g., developing higher-quality jobs). This study addresses the current lack of research investigating how green change affects employee well-being through mechanisms in the work environment and how these can be managed in the future.

## O202

### **Assessing Psychological Capital: Construction and Validation of the Psychological Capital Inventory (PSI-16) Using Genetic Algorithms**

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*Background:* Psychological Capital (PsyCap), comprising hope, efficacy, resilience, and optimism, is a key resource in Positive Psychology linked to performance, well-being, and mental health. However, existing measures such as the PCQ-24 and CPC-12R show psychometric and structural limitations. This study aimed to develop and validate a concise, reliable, and theoretically grounded instrument - the Psychological Capital Inventory (PSI-16) - using automated, machine-learning-based item selection. The research addressed two main questions: (1) Can a short yet psychometrically sound measure of PsyCap be developed through algorithmic optimization? and (2) Does it demonstrate robust reliability, factorial validity, and expected correlations with related psychological constructs?

*Method:* Two cross-sectional studies were conducted with German adults ( $N_1 = 297$ ;  $N_2 = 272$ ). An initial item pool of 60 statements (refined from 120) was processed using a genetic algorithm to identify the best-fitting 16-item model. Confirmatory Factor Analyses (CFA) with robust maximum likelihood estimation evaluated factorial validity. Reliability and external validity were tested through correlations with well-being, life satisfaction, gratitude, self-esteem, perceived stress, and personality traits.

*Results:* CFA confirmed a stable four-factor structure (hope, efficacy, resilience, optimism) with excellent fit (e.g.,  $CFI \geq .96$ ,  $RMSEA \leq .06$ ) and high reliability ( $\alpha = .95$ ,  $\omega_t = .96$ ). PsyCap correlated positively with well-being ( $r = .79$ ), life satisfaction ( $r = .63$ ), and gratitude ( $r = .54$ ), and negatively with distress ( $r = -.51$ ) and stress ( $r = -.30$ ). Results align with prior research linking PsyCap to adaptive functioning.

*Conclusion:* The PSI-16 offers a psychometrically strong, theory-driven, and efficient tool for assessing PsyCap. It bridges Positive Psychology and computational methods, enabling more precise, scalable assessment of psychological resources. Future research should test cross-cultural invariance and apply the PSI-16 in longitudinal and intervention studies.

## O203

### **Psychosocial Risk Assessment: Can We Please Start Identifying Risks? A Two-Step Mixture Approach**

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*Background:* Twenty-five years ago, Rick & Briner (2000) concluded that stress audits do not necessarily identify real hazards or demonstrate associated harm and are thus limited in the extent to which they fulfil the requirements for a psychosocial risk assessment. Today, for managing psychosocial hazards in the workplace and in particular assessing risks, data reports

stemming from survey research rely heavily on methods that are not very informative for risk assessment (Dettmers & Stempel, 2021). For instance, commonly used approaches such as the midpoint rule – denoting those who score above the midpoint as being more at risk – or reference value methods – labelling those groups who score significantly higher than other group(s) as being more or less at risk (for example, the General Questionnaire for Psychological and Social Factors at Work (QPSNordic); Lindström et al., 1997) – or percentile methods (for instance, the Copenhagen Psychosocial Questionnaire (COPSOQ); Kristensen et al., 2000) rely on a mean or numerical cut-offs for which it is not known whether they are harmful (Dettmers & Stempel, 2021). I propose a two-step methodology for psychosocial risk assessment. In the first step, for each psychosocial factor, latent classes are estimated to identify levels of exposure. In the second step, exposure to psychosocial factors is related to harm by studying the criterion validity of the estimated classes.

*Method:* This person-centred approach is tested using the Norwegian adaptation of the Short Inventory to Monitor Psychosocial Hazards – 5A (SIMPH-5A). To this end, a sample of 1,002 Norwegian employees from various sectors was used. In addition to confirmatory factor analysis to test the structure and reliability of the measures, latent class models were estimated to classify levels of exposure. The latter were validated using a 3-step LC procedure in Latent Gold.

*Results:* We conducted a confirmatory factor analysis using Mplus 8.4, which supported the factorial validity of SIMPH-5A, revealing 32 distinct scales. Latent class modelling with Latent Gold 6.0 identified different levels of exposure to each psychosocial hazard. Criterion validity analyses showed significant and substantive effect sizes, allowing differentiation between different levels of risk for burnout and engagement.

*Conclusion:* This mixture approach offers an alternative framework to traditional correlational and covariance-based methods used to identify psychosocial risks. It provides the basis for a configurational approach to risk assessment that has the potential to align more effectively with the complementary view that contemporary occupational stress and health theories offer regarding why employees experience the latter. In practice, application of the SIMPH-5A approach offers organizations a distribution of employees' levels of risk. Similarly, it allows examination of how risks differ by entity, gender, and function in the organization through the use of relative risk ratios. For employees, this means that their profile can be used to develop a fine-grained feedback report that focuses on risks instead of exposure.

## **O204**

### **Assessment of Work-Related Subjective Well-Being using Natural Language Processing of Employee Interviews. A Proof of Principle Investigation**

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*Background:* Work-related subjective well-being (SWB) is traditionally assessed through self-reported questionnaires that assess various constructs (e.g., work engagement, job satisfaction, and burnout). An underexplored alternative to lengthy questionnaire-based assessments is the analysis of textual data present in the organization through natural language processing (NLP) techniques, which now offer opportunities to extract psychological information directly from employees' unstructured narratives. In the present study, we investigated whether a single descriptive account can be used to predict multiple components of work-related SWB. We examined whether workplace descriptions contain linguistic cues that automated systems can detect and translate into reliable indicators of well-being.

*Method:* We asked 386 employees (52% women) from various industries to complete self-reported SWB measures and to participate in individual interviews. During these interviews, participants provided multiple types of open-ended responses, including descriptions of a typical workday and accounts of positive or negative workplace events. All narratives were processed using a BERT-based transformer model to generate semantic embeddings. These embeddings served as predictors in machine learning analyses designed to classify participants into high or low groups on work engagement, job satisfaction, and burnout. We used cross-validation procedures to estimate classification accuracy, Cohen's kappa, and AUC values.

*Results:* Neutral narratives describing a typical workday produced the highest predictive accuracy across all SWB components (i.e., predictive accuracy between .64 and .68; AUC values between .69 and .79, Cohen's kappa between .29 and .35). Neutral descriptions of a typical daywork appeared to contain spontaneous linguistic cues reflecting everyday cognitive and emotional patterns that are informative for assessing well-being. Conversely, narratives recounting positive or negative workplace events were less effective in predicting SWB. A plausible explanation is that emotionally framed prompts encourage more controlled and self-presentational language, which may mask subtle linguistic markers of underlying psychological states. Another key finding was the unexpectedly strong performance of the Naïve Bayes classifier. Transformer-derived embeddings likely reduced feature intercorrelations, making the model's independence assumptions less problematic and helping it outperform more complex algorithms, which may also have been more prone to overfitting given the sample size.

*Conclusion:* The findings provide proof-of-principle evidence that a single narrative, when processed with transformer-based NLP techniques, can predict multiple aspects of work-related SWB. Although results are limited by sample characteristics and the reliance on simulated interview conditions, they highlight the potential of automated text analysis for organizational applications. Future research should validate these models using larger and more diverse samples, incorporate more advanced transformer architectures, and shift toward predicting continuous SWB scores to support higher levels of technological readiness.

## O205

### **Positive Functioning and Resilience at Work: Validation of the Finnish Version of the PERMA+4 Scale**

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Finland is known as one of the happiest places on earth; however, a more nuanced understanding of workplace well-being is needed to grasp what makes this Nordic country particularly special. This study successfully validated the Positive Functioning at Work Scale in both extended (PFW-29) and brief (PFW-9) versions within the Finnish context with 427 and 252 employed participants, respectively. The PFW framework captures workplace well-being across nine distinct dimensions, including positive emotions, engagement, relationships, meaning, accomplishment, economic security, mindset, environment, and physical health. The PFW-29 demonstrated strong psychometric properties with high internal consistency across all dimensions and excellent overall reliability. Confirmatory factor analysis supported its multidimensional structure, with the correlated factors model and hierarchical model showing excellent fit, whereas the one-factor model showed poor fit. The validation revealed strong convergent validity, as evidenced by significant correlations with work engagement and resilience, and discriminant validity was confirmed by all inter-dimensional correlations. The brief PFW-9 version demonstrated good internal consistency and adequate fit indices, although

item response theory analysis identified opportunities for improvement in four items with lower discrimination parameters. Additionally, both versions showed a strong intercorrelation and established validity with measures of well-being, including life satisfaction. The Finnish validation affirms the scale's cross-cultural applicability while revealing culturally specific patterns in the assessment of workplace positive functioning. This research offers Finnish organizations a comprehensive, evidence-based tool for evaluating workplace well-being that moves beyond deficit-focused approaches toward positive functioning assessment.



**EARLY CAREER  
SHOWCASE**

## EC1

### **Resignation as Agency: Psychological Needs, Value Alignment, and Well-being in the Italian Great Resignation**

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*Background:* The Great Resignation has often been interpreted as a decline in work commitment (Klotz & Bolino, 2022), yet growing evidence suggests it reflects a deeper search for psychological integrity and ethical alignment at work. In Italy, where nearly two million workers resigned in 2023, this phenomenon marks a broader reassessment of meaning, motivation and well-being in contemporary employment. Drawing on Self-Determination Theory (Deci & Ryan, 2000) and recent developments in Person-Organization Fit theory (Kristof-Brown, Schneider & Su, 2023), this ongoing study examines how psychological needs fulfillment, meaningful work, and value congruence influence resignation decisions. It further conceptualises resignation as a potential form of agency, a deliberate act of self-preservation in response to misalignment between personal and organizational values.

*Method:* A mixed-method design was employed, combining quantitative survey data with qualitative semi-structured interviews. The survey involved 312 Italian employees (aged 23-42) from diverse sectors who had voluntarily resigned between 2021 and 2023. Standardised instruments assessed psychological need satisfaction, meaningful work (Ronkainen, 2025), organizational trust, and well-being. In-depth semi-structured interviews with 25 participants explored individual experiences and motivations for resignation. Quantitative data were analyzed using regression and mediation models, while qualitative data were analyzed with thematic analysis to identify underlying motivational and emotional mechanisms.

*Results:* Preliminary findings indicate that autonomy and value alignment were the strongest predictors of well-being after resignation ( $\beta = .46, p < .001$ ), whereas controlled motivation and perceived value misfit predicted emotional exhaustion and stress. Qualitative insights revealed three key patterns: resignation as a means of reclaiming personal agency; meaningful work as a protective factor sustaining psychological health; and resignation as a response to rumination and emotional strain in unsupportive work environments (Lanaj et al., 2023), suggesting that resignation may serve as a coping process for restoring autonomy and authenticity.

*Conclusion:* Reinterpreted through the lens of the psychological contract (Rousseau, 1995), the Great Resignation exposes the costs of remaining in organizations that neglect ethical or value congruence, echoing recent calls to revisit the mutual obligations underpinning sustainable employment relationships (Kristof-Brown et al., 2023). Theoretically, the study extends Self-Determination Theory by framing voluntary resignation as a self-determined coping response to sustained value incongruence, and refines Person-Organization Fit as a dynamic, ongoing process rather than a static condition. These findings highlight the need for organizational cultures that nurture trust, flexibility and psychological safety, especially in post-pandemic labour contexts where work increasingly functions as a site of identity and moral meaning.

## EC2

### **Longitudinal Profiles of Life Management Strategies: Associations with Age, Job Burnout and Job Performance**

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This study advances understanding of self-regulation in occupational contexts by investigating how employees combine and apply life management strategies to maintain well-being and performance. Drawing on the model of selective optimization with compensation (SOC), we

adopted a person-centred perspective to explore how SOC strategies cluster and change over time. Unlike prior research focusing on single strategies or overall strategy use, our approach identified dynamic profiles of SOC and their outcomes for occupational functioning. Utilizing longitudinal data from employees across multiple industries (n = 565), we applied latent profile and latent transition analyses to examine: (1) distinct SOC strategy profiles; (2) transitions between the profiles over three years; (3) associations between profile changes and job burnout and performance; and (4) age-related differences in profile membership and outcomes.

Results reveal evolving SOC profiles with different associations to burnout and performance. High combined use of all four SOC strategies predicted favourable outcomes. Low overall use of strategies accompanied with reliance on loss-based selection was linked to poorer performance. Optimization and compensation frequently co-occurred, offering short-term benefits for older employees' performance but contributing to long-term declines in well-being.

By highlighting the sequential and clustered nature of SOC strategies, this study extends the SOC framework and emphasizes the importance of considering SOC strategy combinations rather than isolated behaviours. These findings provide novel insights into adaptive self-regulation and its role in mitigating burnout and maintaining performance in changing and increasingly intensified work environments.

### EC3

#### **The Job Demands–Control–Support Model and Burnout: A Meta-Analytic Examination of Buffering and Career-Stage Effects**

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*Background:* This three-level meta-analysis examines the relationships between workload, autonomy, and social support with burnout, focusing on their interactive effects and the moderating role of career stage. Grounded in the Job Demands–Control–Support (JDCS) model, the study also incorporates insights from the Job Demands–Resources (JD-R) and lifespan developmental perspectives to understand how job characteristics jointly shape employee well-being across different ages and career phases.

*Method:* The protocol was preregistered on the Open Science Framework (not public now) and designed in accordance with PRISMA-P (2020) guidelines. We will systematically search the Web of Science Core Collection (SSCI and SCI-EXPANDED) for Q1–Q2 peer-reviewed journal articles published between 2021 and 2025. Eligible studies must include occupational samples and validated measures of burnout alongside at least one of the following job characteristics: workload, job control, or work-related social support. In line with the preregistered plan, authors will be contacted to request access to full datasets wherever possible to enable subgroup and three-level analyses. Extracted or obtained effect sizes will be synthesized using a three-level random-effects model in R ('metafor' package), testing main effects as well as buffering, synergy, and career-stage as well as age-moderation hypotheses.

*Results:* We expect that workload will show a positive association with burnout, whereas autonomy and social support will show negative associations. Moreover, autonomy and social support are expected to buffer the workload–burnout relationship, while their interaction may produce a synergistic protective effect. Finally, we hypothesize that these relationships will vary by career stage, such that the harming effect of workload and the protective effects of autonomy and support differ between early- and late-career employees.

*Conclusion:* By integrating evidence across recent high-quality studies, this meta-analysis aims to clarify how key job characteristics jointly predict burnout and how their effects evolve across

ages and career stages. The findings are expected to refine theoretical models of work-related burnout and inform targeted interventions to prevent it throughout employees' professional lives.

#### **EC4**

### **Trapped in Harmful Work? How Psychosocial Job Exposure, Education, and Sex Shape Occupational Mobility in Norway.**

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The consequences of psychosocial job exposures are well-documented, but less is known about how workers actively respond to these challenges. This study investigates occupational mobility as a potential response, examining whether highly exposed Norwegian workers are more likely to leave their occupations, whether they transition to roles with lower exposure, and how these patterns vary with education and sex. By combining comprehensive Norwegian register data with a gender-specific job exposure index covering 322 occupations, linear probability models are employed to analyze occupational mobility patterns across the Norwegian workforce from 2006 to 2020.

The results reveal that Norwegian workers in high-exposure occupations are less likely to change occupations compared to those in lower-exposure roles. Women in these occupations exhibit particularly low mobility, likely due to occupational segregation and gendered labour dynamics. When women do transition, however, they are more likely to move into roles with lower exposure, which may reflect a stronger emphasis on health and work-life balance. Surprisingly, higher education does not enhance mobility for highly exposed workers of either sex. In fact, highly educated workers, especially women, are less likely to leave high-exposure roles, possibly explained by significant investments in occupation-specific skills and a stronger career focus.

These findings challenge much of the existing literature by demonstrating how the interplay of exposure, sex, and education restricts occupational mobility, leaving many workers effectively confined to harmful roles. This has significant implications for highly-exposed workers, who face increased health risks, and for their employers, who may struggle with reduced productivity and long-term workforce sustainability.

#### **EC5**

### **How Interpersonal Relationships Predict Well-being and Adaptive Functioning in Nurses at Career Start: the Role of Personal Psychological Resources**

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*Background:* New nurses are often confronted with adaptation challenges at the start of their career, facing a wide range of job stressors while possessing limited experience and resources. Therefore, nursing professional integration should be designed to promote well-being at work and optimal professional functioning. Perceiving support from a workplace referent can foster a healthy work environment and can be beneficial for adaptation, even in the face of stressors. Based on Self-Determination Theory (Ryan & Deci, 2017), the fundamental psychological needs (autonomy: freedom to act and choose; competence: feeling capable of achieving things toward a positive outcome; relatedness: feeling connected to and appreciated by others) are important levers of psychological adaptation (Vansteenkiste et al., 2020). In addition to influencing the ability to adapt to a stressor (Luthar & Cicchetti, 2000), these needs can support the development of other psychological resources important to manage uncertainty in demanding settings. Resilience, which refers to the ability to adapt, recover and remain positive

in the face of adversity, is an example of such resources. While it is widely acknowledged as beneficial for new nurses, current research falls short of identifying the psychological pathways that explain its association their psychological health and functioning at work. In this study, we examined the mediating role of personal psychological resources, referring to the basic psychological needs, as well as resilience. To achieve a more nuanced understanding of psychological health at work, we focused on vitality (i.e., well-being indicator) and emotional exhaustion (i.e., ill-being indicator) as they reflect opposite psychological states; and adaptive (affective commitment) and maladaptive work-related attitudes (intentions to leave), which offer insight into nurses' professional functioning.

*Aim:* This study investigated whether personal psychological resources act as mediators between the quality of interpersonal relationships and occupational health and occupational functioning.

*Method:* Data were collected from a convenient sample of 273 new nurses ( $\leq$  two years of experience) from Québec (Canada). Bootstrapping for mediation analyses were performed using Mplus 8.8.

*Results:* The results indicate that it is through the perception of competence at work that the quality of interpersonal relationships is associated with resilience. In turn, new nurses' resilience is related to occupational health (positive and significant link with vigour, negative and significant link with emotional exhaustion). Indeed, direct and significant links are observed between the perception of competence and the occupational turnover intentions, as well as between the perception of autonomy and affective commitment to the nursing profession.

*Conclusion:* Our findings shed light on how the quality of interpersonal relationships with the workplace referent at work acts on the psychological resources and adaptation of new nurses in the context of professional integration. Perceived quality support at work helps new nurses to stay healthy by reinforcing their personal autonomy, competence, and resilience. In other words, positive working relationships allow them to feel confident and adopt a more flexible posture in the face of daily challenges. A workplace referent could ensure a positive experience in the work environment and thus support the resources necessary for the adaptation of new nurses.

## EC6

### **When Does 'Actual' Flow 'Actually' Emerge at Work? A Mixed Methods Approach Using Two Diary Studies**

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*Background:* Flow refers to a state of total involvement in activity in which employees feel deeply satisfied and in control (Csikszentmihalyi, 1990). Despite considerable research attention, one of the most challenging aspects in the literature has been understanding when and why flow emerges during employees' everyday work activities (Norsworthy et al., 2021). Several conceptual ambiguities exist about the core nature of flow as a discrete (0-1) or continuous, and as a dynamic or stable experience, resulting in many contradictory measurement approaches and preventing scholars from making accurate predictions about the in-situ antecedents of flow. Therefore, the main goal of this study is to understand the unique within-person antecedents of flow at work while using an inductive approach and comparing different measurement approaches.

*Method:* First, using a pilot study of five consecutive workdays amongst employees frequently experiencing flow ( $N = 12, n = 60$ ), we collected quantitative data using a discrete (0 – 1) and continuous (1 – 7) flow measure, and qualitative data using end-of-the-day interviews. Second, we conducted an experience sampling study ( $N = 75, n = 476$ ) using the same quantitative measures as in Study 1, and open-ended questions to examine flow's antecedents. For both studies, we first employed person-centred techniques (Hofmans et al., 2020) to examine whether unique configurations of the flow components emerge and isolate flow from other phenomena. Second, we used thematic qualitative data analysis to assess how employees appraised their work activities, environments, or situations when reporting flow states at work.

*Results:* Preliminary findings demonstrate that flow is a unique experience because it only emerges rarely and when employees report peak levels of its three components. Drawing from thematic qualitative analyses, we developed specific within-person propositions based on unique relationships between different in situ antecedents (i.e., challenge stressors, such as time pressure) and flow.

## **EC7**

### **Working Alone: Examining how Psychosocial Safety Climate and Working Conditions Shape Worker Occupational Stress and Safety**

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Working alone, characterized by limited supervision, coworker contact, and organizational visibility (Straub, 2018; Hyten, et al., 2017; Olson, et al., 2009), presents unique psychosocial and physical risks that remain understudied in the U.S. workforce. The studies presented here are part of a doctoral dissertation that investigates how organizational and psychosocial factors jointly shape the health and safety of lone/isolated workers. Specifically, this work examines how psychosocial safety climate (PSC), a framework to describe workers' shared perceptions of policies, practices, and procedures aimed at protecting their psychological health (Dollard, et al., 2019), is related to psychosocial working conditions (WCs), occupational stress, and injury outcomes.

The first study explores the effects of PSC and WCs on occupational stress and injury risk among U.S. lone workers using nationally representative data from the 2022 General Social Survey, Quality of Work Life module. Hierarchical Structural Equation Modelling (SEM) with polychoric correlations and the WLSMV estimator was applied to model PSC as an upstream organizational factor influencing WCs, a second-order latent construct encompassing job demands, job control, social support, and mistreatment. Preliminary results suggest that higher PSC is associated with more favourable WCs, which, in turn, are associated with lower occupational stress and injury risk. Further work will assess model robustness, explore sensitivity analyses, and refine measurement to strengthen these initial results.

The second study extends this research through a qualitative inductive/deductive approach with lone janitors in Washington State to understand how they perceive PSC, WCs, and occupational stress. Recruitment is ongoing but challenging, as many janitors, often from marginalized backgrounds, express mistrust and hesitation to participate, reflecting broader structural and social barriers. Together, these ongoing studies aim to inform inclusive interventions for lone workers, supporting targeted PSC-driven strategies that reduce risks and promote safer, healthier work environments.

## EC8

### **How Workplace Mistreatment Undermines Next-Day Work Meaningfulness: The Role of Daily Emotional Exhaustion and Person-Level Job Burnout**

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*Background:* Work meaningfulness, a central component of eudaimonic well-being, is essential for sustaining overall well-being as well as positive job attitudes and performance. Experiencing work meaningfulness requires cognitive and emotional effort that draws on employees' psychological resources. When these psychological resources are threatened, employees may find it difficult to fully engage in the meaning-making process. Among such threats, workplace mistreatment is a prevalent interpersonal stressor that can trigger emotional exhaustion, a state of depleted psychological resources. Considering that workplace mistreatment varies considerably from day to day, its daily fluctuations have important implications for employees' psychological resources and construction of work meaningfulness. Following this reasoning, we hypothesized and tested that daily workplace mistreatment diminishes next-day work meaningfulness via emotional exhaustion. Moreover, based on the Conservation of Resources theory, we tested a cross-level moderated mediation model in which person-level job burnout exacerbated the exhaustion-meaningfulness pathway, thereby strengthening the negative indirect effect of daily mistreatment on work meaningfulness.

*Method:* We analyzed daily diary data collected from 286 registered nurses (3,917 daily observations) using multilevel structural equation modelling to test our hypothesized model.

*Results:* Daily workplace mistreatment from patients/caregivers, supervisors, and coworkers increased emotional exhaustion, thereby reducing next-day work meaningfulness. Moreover, this mediation effect was stronger for employees with higher person-level job burnout.

*Conclusion:* Our findings show that daily workplace mistreatment and chronic burnout jointly strain employees' psychological resources, ultimately hindering their ability to construct a sense of meaningfulness in their work. These findings highlight the central role of psychological resources in employees' experience of work meaningfulness.

## EC9

### **To Share or Not to Share, That Is The Question: The Dual Impact of Shared Offices On The Well-Being of Administrative Staff**

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*Background:* As part of a doctoral project of strategic relevance for public administration, a research study is currently being conducted on the workplace well-being of non-academic staff at a large university in northern Italy. The focus is on the relationship between quality of working life and the physical characteristics of work environments. The literature confirms that, for office workers, both work and private life quality are influenced by the physical features of the workplace, as they spend a substantial portion of their day within these environments. Among the main environmental characteristics investigated are office sharing, air quality, temperature, noise, furniture ergonomics, privacy, control, and contact with nature. More recent studies, particularly in the fields of architecture and environmental psychology, have examined the effects of these elements on workers' productivity and mental health, exploring constructs such as cognitive performance, turnover, absenteeism, stress, and job satisfaction. Drawing on the principles of Occupational Health Psychology, we considered the objective characteristics of the physical environment and workers' perceptions of them as potential job demands and

resources that may prevent psychosocial and physiological risks. Specifically, this study aims to analyze workspace sharing as an antecedent of workplace well-being. Working in shared offices is often associated with reduced privacy, lower perceived control over the workspace, and greater distraction due to interruptions and background noise. These elements are themselves considered job demands that may lead, over time, to emotional exhaustion. Furthermore, low perceived privacy appears to negatively affect the positive outcomes associated with workplace attachment. However, working in close proximity to colleagues can enhance collaboration and knowledge transfer. Positive relationships with colleagues seem to have a beneficial impact on the meaningfulness of work, indirectly fostering work engagement. Moreover, an effect in favour of place attachment is expected through increased identification with the employing institution.

*Method:* To examine these effects, an online self-administered questionnaire was developed, employing validated Italian scales. The survey was distributed to all non-academic staff at the university, for a total of approximately 2,000 invitations.

*Results:* Using a structural equation model, we expect to test the direct effects of the observed variable Shared Offices on the latent variables Perceived Privacy, Control and Workplace Satisfaction. Indirect effects on Job Satisfaction are hypothesized through the mediation of the latent variables Work Meaning, and Attachment.

*Conclusion:* In conclusion, workspace sharing is one of the most frequently examined topics in research on well-being in relation to physical work environments. Findings consistently suggest that this construct can acquire both positive and negative implications for employees' well-being. From an intervention perspective, this study proposes a model aimed at enhancing the positive effects of shared workspaces, an arrangement that has grown substantially in the post-COVID era, through organizational management strategies.

## **EC10**

### **Private ICT Use During Work Hours - Can One's Appraisal Explain the Enriching and Conflicting Processes Between Home and Work?**

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Information and communication technologies (ICTs) are always at hand and can be used for countless purposes. In this digital time, it is not avoidable and often accepted that employees use their ICTs for private purposes during work hours (e.g., for social media or organising issues from their private life). Previous research has found mixed results regarding the relationship of such nonwork behaviour with work-related outcomes. In this study, we focus on the appraisal of private ICT use during work hours as it could contribute to explaining the enriching and conflicting spillover processes between home and work domains. Based on the work-home resources model by ten Brummelhuis and Bakker as well as insights from the appraisal literature, we propose an affective and a self-regulatory path (i.e., positive and negative affective states, and self-regulatory resources), which should explain the association of one's daily appraisal of private ICT use during work hours with daily work outcomes (i.e., task performance, personal initiative, and job satisfaction). We assume that the daily positive appraisal of private ICT use during work hours is positively related to these work outcomes through decreased negative affective states and increased positive affective states and self-regulatory resources. Conversely, negative appraisal should be negatively associated with these work outcomes through increased negative affective states and decreased positive affective states and self-regulatory resources. To test our assumptions, we conducted a preregistered daily diary study over five consecutive workdays with employees from various

industries. During the lunch break survey, we asked for the positive and negative appraisal of private ICT use, the affective states and the self-regulatory resources. The work outcomes were assessed during the evening survey. Data collection is currently ongoing (aimed sample size for the analyses: 100 employees). Due to the data structure with daily measurements nested in persons, we will conduct multilevel analyses.

### **EC11**

#### **Exploring Multidimensional Challenges in Labour Inspection: A Qualitative Interview Study**

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Labour inspectors play a critical role in promoting occupational safety and health (OSH) by enforcing labour legislation and supporting healthy and safe working environments across all sectors. However, little is known about their own working conditions and psychosocial well-being. A recent scoping review found that evolving organizational structures, increasing task complexity and digitalisation introduce new demands that may affect inspectors' well-being, motivation and professional identity. Inspectors are also exposed to significant psychosocial risks, particularly during interactions with businesses, where they may experience conflict, aggression or violence. The combined impact of these stressors and digitalisation-related changes to work organization remains underexplored. Building on these insights, my PhD research project will investigate how systemic and organizational changes shape psychosocial risks, working conditions and technology use among labour inspectors in Europe. The aim is to better understand how organizational reforms and digitalisation influence psychosocial demands and resources within this occupational group. This qualitative study draws on semi-structured interviews with labour inspectors and their supervisors in Austria and Germany. Twenty interviews have been conducted to date, with further data collection ongoing. The interviews explore the current challenges faced by labour inspectors, focusing particularly on the psychosocial risks arising from complex casework, emotionally demanding interactions with businesses and the public, exposure to threats or violence, digitalisation and organizational change. Using a content analysis approach, the study identifies multidimensional challenges at systemic, organizational and individual levels, examining how inspectors and organizations respond to these emerging demands. Overall, the study provides a nuanced understanding of the evolving working conditions in labour inspection and offers an evidence base for developing targeted measures to strengthen inspectors' well-being and support them in their work within an increasingly complex occupational safety and health (OSH) landscape.

### **EC12**

#### **Fostering Resilience in Teachers facing Stress from Digitalization: Preliminary Results from a Mixed-Methods-Study with Swiss Teachers**

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This forthcoming study examines how digitalization in schools influences teachers' well-being. Through semi-structured interviews with teachers from the German-, French-, and Italian-speaking regions of Switzerland we assess what factors constitute job demands related to the digitalization in schools and which individual and organizational factors serve as resources and boost teacher's resilience. In addition, quantitative data regarding specific ICT resources and stressors informs the qualitative data. We integrate theoretical perspectives from the Job Demands–Resources Theory (Bakker & Demerouti, 2014), the Transactional Model of Stress (Lazarus & Folkman, 1984), the TPACK framework (Mishra & Koehler, 2006), and the teacher-specific AWaRE model (Hascher et al., 2021). Saturation will define the final sample size, which we estimate to be around approximately 30 participants. Interview data will be analyzed

through content analysis (Döring, 2023), applying case-wise coding and cross-case comparison to identify key patterns in teachers' experiences. At this early career session I will present preliminary results, highlighting how teachers perceive stress caused by the digital transformation in schools. The findings from our study will provide an empirical foundation for developing an intervention aimed at enhancing teachers' ICT competences and resilience that can be integrated into existing occupational health promotion structures in schools.

### **EC13**

#### **Digital Nomads and Tech-Mediated Belonging: Psychological Need Satisfaction and Work-Related Well-Being in a Mobile Professional Community**

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Digital nomadism is a lifestyle made possible by digital technologies, allowing individuals to work remotely while traveling. Its popularity is growing as more people seek flexible, location-independent ways of living and working. This trend not only reflects changing work cultures but also illustrates how modern technologies are enabling new forms of community that go beyond traditional geographic and temporal boundaries.

In this study we explore the social and participatory dynamics within a digital nomad village in Madeira, Portugal. We use an observational methodology to examine how digital tools mediate interactions, shape place attachment, and influence the formation of interpersonal and collective ties within settings designed to foster local engagement among globally mobile professionals. Participant observation is also complemented by in-depth interviews with both residents and digital nomads.

In the analyses, we apply Deci and Ryan's (2000, 2017) framework of basic psychological needs—autonomy, competence, and relatedness—as essential for psychological well-being. We hypothesize that ubiquitous connectivity may foster both spontaneous and structured social encounters, enhancing relatedness through continuous interpersonal connection. The fluidity of digital interactions may support autonomy by enabling flexible modes of engagement, while also offering opportunities to experience competence through digital participation and contribution. However, this connectivity may challenge conventional notions of locality and permanence, suggesting that the interplay between online platforms and offline spaces facilitates a hybrid form of belonging—where community is continuously negotiated through digital and physical presence, and the satisfaction of psychological needs is shaped across both contexts.

### **EC14**

#### **Investigating the Impact of a Multicomponent Positive Participatory Organizational Intervention on Burnout in New Zealand Emergency Department Staff: A Prospective, Multisite, Before and After, Quantitative Study**

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*Background:* Well-being of healthcare workers (HCWs) is critical to providing excellent healthcare and is a priority throughout healthcare systems internationally. However, burnout among emergency department (ED) HCWs in New Zealand is high, as demonstrated in a 2020 nationwide survey of NZ ED HCWs (n=1372) which measured burnout using the Copenhagen Burnout Inventory (CBI). In 22 EDs 711 (52%) nurses, 364 (27%) doctors and 295 (22%) auxiliary staff were recruited and 54.7% reported work-related burnout defined by a cut-off of CBI score  $\geq 50$ . Causes of burnout are complex and multifactorial, with feasible solutions uncertain. A possible solution is multicomponent positive participatory organizational

interventions (PPOI) as outlined by Nielsen and Christensen (2021) that target multiple levels, including the individual, group and system. The aim was to determine if a multicomponent PPOI improves HCW burnout and well-being in New Zealand EDs.

**Method:** Prospective, multisite, before and after study, of a 12-month positive participatory organizational multicomponent intervention (Individual—one of Three Good Things, Mindfulness-Based Intervention or Internet-delivered Cognitive Behavioural Therapy; Group—one of Clinical Event Debriefing or Learning from Excellence; System - Quality Improvement (QI) training and establishment of an ED QI Learning System) in EDs. HCWs were assessed, via RedCAP survey, at baseline and post-intervention. Primary outcome was the mean Copenhagen Burnout Inventory (CBI)-Work score for which a reduction of 5 is considered clinically meaningful. Secondary outcomes included CBI-Personal score, CBI-Patient score, and well-being measures (Utrecht Work Engagement, Psychological Empowerment in the Workplace, WHO-5 Scales). Data are reported as mean (SD), and absolute change (95%CI) via generalised linear mixed models, adjusted by site. A focus on improving systems in which quality of care can be optimised aligns with the needs of all stakeholders in healthcare, particularly patients and families, as well as those who deliver, fund and manage healthcare. While the before and after design of the study imposes some limits regarding causality the pragmatic design was the only realistic option in the current healthcare environment.

**Results:** Nine EDs were enrolled in three cohorts from March 2023 to April 2024. 1231 (303 doctors) and 1190 (271 doctors) multidisciplinary ED HCWs participated in pre-intervention and post-intervention surveys. A clinically meaningful and statistically significant reduction in primary outcome was demonstrated (CBI-Work pre-intervention mean (SD)=56.8 (18.7), post-intervention=53.16 (18.9), mean difference= -5.5 (95% CI -7.3 to -3.8)). Results for secondary outcomes were similar. There was moderate to strong adherence to the intervention. Adherence to the intervention ranged from 6/10 to 9/10, with 10 being considered full adherence.

**Conclusion:** Improved burnout and well-being amongst ED HCWs was demonstrated with use of a multicomponent intervention. The intervention was feasible and acceptable. This effectiveness study provides a novel pragmatic approach in real-world settings by using a multicomponent intervention. The complexity of the intervention means that all sites were guided by an overall intervention framework that worked at multiple levels of an organization, while precise details of the intervention and implementation were adapted by local teams appropriate to each context. Implications for practice and policy include prioritising multicomponent interventions in healthcare. A nationwide network of stakeholders (NZ Emergency Department Workplace Well-being Improvement Network- EDWWIN) has been established to maximise opportunities for implementation of interventions that may improve workplace well-being in NZ EDs. Next research steps would ideally include controlled studies.

## EC15

### **Designing a Realist-Informed Process and Impact Evaluation of a Multi-Component Training Intervention for Strengthening Supervisors in Mental Health Prevention**

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**Background:** While training programs for supervisors in mental-health prevention are widespread, evidence shows limited long-term behavioural impact. A multi-component training intervention was developed to enhance training transfer aiming to strengthen line managers'

preventive competencies and confidence in addressing mental health at work. Integrated Training Transfer and Effectiveness Model (ITTEM) (Nielsen, & Shepherd, 2022) this study outlines the methodological design of a mixed-methods evaluation. To design and implement a realist-informed process and impact evaluation that identifies *what works, for whom, and under which contextual conditions* in promoting preventive management behaviour and training transfer.

*Method:* The evaluation adopts the Context–Mechanism–Outcome (CMO) framework derived from ITTEM to capture how individual, programmatic, and organizational contexts influence learning and transfer mechanisms. Quantitative (surveys, transfer-intention scales, self-efficacy measures) and qualitative (focus groups and action plans) data are collected at baseline, post-training, one-month, and three-month follow-up. Participants (n = 80) include line managers from three partner organizations completing four modular learning trajectories. Realist-informed iterative analysis will link contextual enablers—such as readiness for change and psychosocial safety climate—to proximal and distal outcomes.

*Results:* The abstract presents the evaluation design where we describe how CMO configurations were derived from theory and stakeholder consultation to guide process analysis and interpretation. Findings will clarify how contextual factors shape the mechanisms that drive sustainable transfer and preventive behaviour.

*Conclusion:* By adapting the ITTEM framework to a real-world organizational context, this study provides a methodological blueprint for realist evaluation of complex training interventions. It extends recent work on health-oriented leadership training, offering a transferable model for examining training transfer and mental-health prevention in diverse occupational settings.

## EC16

### **SBAR-E: No Either/Or - Where Structure Meets Emotion in Patient Handover**

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Building on Conservation of Resources (COR) theory, clinical handovers are high-demand episodes in which resource-loss spirals (time pressure, ambiguity, interpersonal strain) can precipitate coordination failures. Structured protocols such as SBAR secure cognitive and temporal resources but leave emotional demands—a key driver of exhaustion—largely unaddressed. We therefore introduce SBAR-E, which adds a final Emotion step to protect socio-emotional resources during handovers. We test whether SBAR-E improves handover quality and enhances outcomes at individual, team, and organizational levels.

We use a quasi-experimental pre–post design with two sequential intervention phases, analyzed as a three-point interrupted series. T0 was collected before any standardization (no structured handover). In Phase 1, SBAR was implemented in eight nursing wards for shift-to-shift handovers, followed by T1. In Phase 2, SBAR-E will be introduced on participating wards; T2 is scheduled four weeks later. Our measures include handover quality, self-efficacy, emotional exhaustion, psychological safety, team resilience, speaking up, and affective organizational commitment. A repeated-measures ANOVA with Condition (None, SBAR, SBAR-E) as a three-level within-subject factor will be fitted to participants who complete all three measurement occasions; planned comparisons will assess SBAR vs no structured handover and SBAR-E vs SBAR. At T0, 96 nurses from seven wards participated. After SBAR roll-out, T1 included 29 participants. Dropout was driven by ward-level protocol non-adherence or modification, and four wards discontinued. To mitigate sample loss and improve generalizability, recruitment is being expanded to nine additional wards. SBAR-E will start in

February 2026 and run for four weeks, with T2 planned in April 2026. Preliminary implementation indicates feasibility but highlights vulnerability to protocol drift. From a COR perspective, SBAR-E targets unmitigated emotional demands, thereby safeguarding socio-emotional resources and potentially reducing emotional exhaustion. Expanded sampling is expected to clarify the distinct contributions of SBAR and SBAR-E to handover quality and broader team outcomes.

## EC17

### **Meta Self-Efficacy: Psychometric Validation and Internet Intervention Randomized Controlled Trial to Support Young Employees' Well-Being.**

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*Introduction:* Supporting young employees early in their careers is essential for protecting long-term occupational health. As self-efficacy is context-specific and thus limited in changing environments, we introduce meta self-efficacy, defined as the ability to leverage sources of self-efficacy to build confidence across new challenges. We present evidence for its validity (psychometric phase), internet intervention co-creation results (co-creation phase), and the protocol for a randomized controlled trial (RCT) (trial phase).

*Method:* The psychometric phase comprised three studies (total N = 1303). Internal validity was examined using exploratory and confirmatory factor analyses, and external validity through correlations with related constructs. In the co-creation phase, four focus groups are being conducted. In the trial phase, a two-arm RCT (N = 600) will evaluate whether an internet intervention targeting meta self-efficacy improves young employees' well-being. Participants will be randomized to the intervention or an active placebo condition, with assessments at post-test and 3- and 6-month follow-ups. Effects will be tested using linear mixed effects models under the ITT framework.

*Results:* Psychometric analyses supported a theory-informed four-factor structure of the meta self-efficacy scale ( $\chi^2 = 196.05$ ,  $p < .001$ , CFI = 0.97, RMSEA = 0.07) and excellent reliability ( $\alpha = 0.93$ ). Meta self-efficacy correlated moderately with general self-efficacy ( $r = .55$ ,  $p < .001$ ) and work self-efficacy ( $r = .63$ ,  $p < .001$ ). In the co-creation phase, we expect to identify barriers and facilitators relevant to intervention use, with early results anticipated for presentation. In the planned trial, we expect improvements in work self-efficacy (primary outcome), meta self-efficacy, job stress, job affective well-being, and sustainable employability (secondary outcomes).

*Conclusion:* Meta self-efficacy is a valid personal resource with potential to enhance occupational well-being. If the intervention proves effective, it may offer a valuable tool for supporting young employees across diverse work contexts.

## EC18

### **Critical Incidents and Sustainable Employability in Emergency and Critical Care.**

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*Background:* This PhD research focuses on promoting the sustainable employability of health care professionals working in emergency and critical care. These professionals frequently face critical incidents that can deeply affect their well-being and functioning. The overall aim of this

research is to develop an evidence-based, practice-oriented intervention that supports health care professionals personal leadership and a healthy working environment. The research question is, how do emergency and critical care professionals experience and cope with the impact of critical incidents on their sustainable employability?

*Method:* Following the Medical Research Council (MRC) framework, the project includes the development and feasibility phases through five interconnected studies:

*Results:* Findings from study 1 among ambulance professionals indicate high prevalence of insomnia (39%), fatigue (33%), anxiety (18%), depression (16%), and PTSD (10%). Study 2 shows that well-being was often described in terms of symptoms and emotions, including fatigue, anxiety, and high workload. Behavioural factors included challenges with self-care, moral dilemmas, and limited recognition of personal needs, while environmental factors involved reduced collaboration, lack of appreciation, poorly aligned support initiatives, and information overload. From these insights, six core needs were identified: balance, meaning, collaboration, recognition, support, and clarity.

## EC19

### **From Policy to Practice: Implementing and Organizing Support Staff in Schools**

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*Background:* The number of support staff (e.g. teacher assistants) has increased substantially in Swedish schools, driven by political reforms aimed at workforce remodelling targeting the reduction of teachers' workload and the improvement of their work environment and health. The uptake of this policy initiative on the school-level can be regarded as an organizational intervention. However, research examining how this organizational intervention has been implemented and whether it achieves its intended outcome is scarce.

*Method:* This qualitative study explores how the collaborative arrangement between teachers and support staff is implemented and organized, and the organizational conditions needed for effective integration using a comparative multiple-case design. Data was collected through focus group interviews conducted in four school contexts. Three of the schools received government or municipal funding to employ support staff under the policy initiative, while one school introduced the arrangement for financial reasons. Two units of analysis were included per context: 1) municipal and school leadership (n= 15), focusing on how they implemented and organized the arrangement and the factors that facilitated or hindered this process; and (2) teachers and support staff (n=21), focusing on their experiences of how the arrangement worked in practice and the conditions that supported or hindered its development. Data were analyzed deductively using Normalization Process Theory, which guided our examination of how the collaborative work arrangement was implemented, embedded and integrated in each school.

*Results:* Preliminary findings show that school leaders played a central role in anchoring the arrangement through a shared understanding of its purpose and through workplace structures that enabled integration into daily work. Teachers and support staff highlighted the importance of the school leadership and how workplace structures, such as scheduled meetings, facilitated the relational work needed for the effectiveness of the arrangement.

## EC20

### **The Power of Connections: Digital Interventions in Dyadic and Group Settings and Their Role in Reducing Loneliness and Enhancing Well-being**

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The well-being of young adults is declining worldwide, and loneliness has been identified as a critical risk factor. Although positive psychology interventions (PPIs) demonstrate effectiveness in promoting well-being, their implementation in digital, socially embedded formats remains understudied. This study investigated whether a PERMAH-based digital intervention - targeting positive emotion, engagement, relationships, meaning, accomplishment, and health - delivered in dyadic and small group formats can improve well-being, strengthen social support, and reduce loneliness among young adults.

A cluster randomized controlled trial was conducted with 295 participants aged 18–30, who were randomly assigned to intervention ( $n = 147$ ) or waitlist control ( $n = 148$ ) groups by cluster size. The six-week program consisted of 30 interactive activities implemented in pairs and groups of 3–5 participants. Well-being, perceived social support, and loneliness were assessed using validated measures at baseline, post-intervention, and follow-up. Weekly micro-assessments tracked feelings of belonging using the Inclusion of Others in the Self (IOS) scale.

The intervention group demonstrated significant improvement in well-being and perceived social support compared to the control group. No direct short-term reduction in loneliness was observed. Limitations of the study include reliance on self-report measures, potential selection bias toward digitally engaged participants, and relatively short follow-up duration. Findings indicate that socially oriented digital positive psychological interventions (PPIs) effectively promote well-being and connectedness among young adults. Based on this evidence, we developed a workplace application aimed at strengthening social support among employees.

The phenomenon observed in our study – where increased social support did not immediately reduce loneliness – suggests that changes in subjective loneliness may require longer intervention periods, as they may lag behind improvements in objective social connections. This is an important consideration for designing workplace programs. The scalability and accessibility inherent in the digital nature of the intervention make it particularly promising for preventive mental health promotion in organizational settings. The method is suitable for reaching larger employee groups with minimal cost and time investment. Further research is needed to examine long-term workplace outcomes, the specific mechanisms underlying increased social support, and optimal group configurations in occupational contexts to maximize the intervention's impact on employee well-being.

## EC21

### **Comparison of Employment Bases and Worker Protection in the USA and EU in Relation to Perceived Job Security, Satisfaction, and Stress Levels**

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*Background:* Growing awareness of mental health and the impact of working conditions on psychological well-being has made research on employment stability and worker protection increasingly relevant. The liberalized labour market of the United States, based on the “employment at will” principle, offers minimal legal protection for employees, while most European Union countries maintain statutory safeguards through codified employment contracts. These differences may significantly influence workers’ sense of security, satisfaction, and perceived stress levels. The study aims to compare legal foundations of employment and

levels of employee protection in the USA and EU, and to assess their relationship with psychological well-being, job satisfaction, and stress perception among workers.

*Method:* The research combines a comparative legal analysis of labour law systems (statutes, case law, and doctrine) with quantitative methods. Standardized tools such as the Job Satisfaction Survey (JSS), General Health Questionnaire (GHQ-12/28), Perceived Stress Scale (PSS-10), Utrecht Work Engagement Scale (UWES), and Sense of Job Security Scale will be used to measure subjective experiences among employees from both systems.

*Results:* The project is expected to reveal correlations between the degree of legal protection and reported well-being indicators, highlighting the role of state involvement in shaping labour conditions. Differences in contractual forms of employment are hypothesized to affect perceived job security and stress differently across legal regimes.

*Conclusion:* The study seeks to provide empirical insight into how employment law frameworks contribute to psychological well-being and labour efficiency. Findings may inform future public policies and labour law reforms aimed at balancing flexibility and security in modern employment relations. These findings may also help with fighting the employment under unsafe contracts that are often suggested by employers in order to save their employment costs. Those practices are not illegal and are certainly not beneficial for workers. Thus, findings may reveal an important issue for governments to simply work on.

## **EC22**

### **Navigating Workplace Stress: A Mixed-Method Investigation of the ADHD Experience**

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Attention-Deficit/Hyperactivity Disorder (ADHD) affects an estimated 2–4% of adults across Europe and is associated with various occupational challenges. As ADHD diagnoses rise and workplace demands evolve, understanding how ADHD shapes experiences of workplace stress is increasingly important. Knowledge of the mechanisms through which ADHD-related traits influence stress responses and well-being is largely absent from existing theorisation and empirical work. Thus, my PhD aims to explore the underlying processes that contribute to workplace stress within this population.

The first study is a meta-synthesis of qualitative research to identify the challenges, strengths and mechanisms that shape work stress, well-being and functioning among adults with ADHD. A PRISMA-guided search across five databases, supplemented by backward searching and citation snowballing, identified ten qualitative studies that were coded and synthesised using Thomas and Harden's (2008) thematic synthesis method.

Seven overarching themes emerged: (1) Regulation and Dysregulation at Work, (2) Environmental Fit and Job-Person Alignment, (3) Emotional Sensitivity, Self-Perception and Identity Work, (4) Effortful Control, Cognitive Load and Compensatory Effort, (5) Social Environment and Interpersonal Regulation, (6) Adaption, Coping and Metacognitive Processes and Development and (7) Systemic and Structural Influences on Stress and Inclusion.

The findings suggest that workplace stress is not driven by ADHD traits alone, but by the interaction between regulation demands, environmental fit, social understanding, structural conditions and support systems. The findings from this meta-synthesis will inform a qualitative investigation using semi-structured interviews with working adults with ADHD, sampled across diverse demographics and employment contexts. This study will explore the individual,

interpersonal, and organizational mechanisms that influence regulation, coping, and functioning at work. The final phase of the PhD will involve a quantitative longitudinal study examining key variables identified in the qualitative phase. Overall, the PhD aims to develop new insights into ADHD in the workplace, with implications for theory and practice.

## EC23

### **The Development and Validation of a Code-Switching Scale for Black Employees**

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*Background:* Code-switching is defined as “the temporary ‘switching on’ or adjustment of behaviours to optimize the comfort of others in exchange for a desired outcome” (McCluney et al., 2021, p. 1). Black employees often feel it necessary to manage how their non-Black colleagues perceive them—avoiding stereotypes, stigmas, and negative assumptions—through racial code-switching (McCluney et al., 2021; Spencer et al., 2022). An interest in creating a validated code-switching scale came from understanding the parallels between code-switching, authenticity at work (Van den Bosch & Taris, 2014), and identity shifting (Diefendorff, et al., 2005) and their potential negative outcomes. However, while you can find measures that accurately assess identity in the workplace and workplace authenticity; there is no validated measure of code-switching that assesses code-switching behaviours. Previous research has utilized similar scales and measurements and qualitative explorations (Dickens & Chavez, 2017; Bryant, 2021; McCluney et al., 2021) to assess code-switching, but to truly examine potential relationships between code-switching behaviours and occupational health hazards, a scale that specifically measures these behaviours is needed. The current study aims to address this gap and develop a validated code-switching scale.

*Method:* Hinkin’s (1995) best practices for scale development were utilized. Phase 1 involved qualitatively coding interviews focused on Black employees’ experiences engaging in code-switching at work. The thematic analysis revealed five main themes related to code-switching behaviours: general code-switching, modifying language, modifying physical appearance, work-life separation and change in disposition. These themes led to the development of 44 initial items reflecting behavioural strategies of code-switching. In Phase 2, Subject Matter Experts (SMEs) reviewed each item for clarity, relevance, and conceptual alignment with the construct. SME feedback resulted in revisions to item wording, the removal of redundant or unclear items, and the addition of items where coverage was lacking, yielding a refined 32-item scale. The revised scale was then administered to 300 Black employees recruited via Prolific, along with established measures of identity shifting, identity integration, authenticity, and burnout to assess convergent, discriminant, and criterion-related validity.

*Results:* Preliminary results indicate that Black employees engage in code-switching to navigate social stigmas, reduce interpersonal risk, and align with workplace norms defined by dominant groups. Code-switching was associated with lower authenticity and higher burnout, suggesting that these behaviours are psychologically taxing for Black employees. Scale items demonstrated strong initial psychometric properties and differentiated code-switching from related constructs.

*Conclusion:* The validated code-switching scale offers a valuable tool for organizations to assess and address the pervasiveness of code-switching behaviours among their employees. This scale also contributes to our knowledge of code-switching by making it possible for future researchers to examine the direct relationship between identity management demands and employee well-being.

## EC24

### **The Hidden Cost of Workplace Discrimination: How Workload and poor Job Satisfaction Affect Employee Health**

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Discriminatory organizational cultures are significantly associated with negative physical and mental health outcomes (e.g., elevation of blood pressure, distress, and PTSD symptoms). In this framework workload can be conceptualized as a job demand; likewise, a discriminatory environment can be regarded as a specific form of job demand. Working under such conditions may intensify employees' perception of workload by depleting cognitive and emotional resources. This study investigates the mediating roles of workload and job satisfaction in the relationship between discriminatory work environments and employee health outcomes. Based on the Job Demands–Resources (JD-R) model, discrimination is conceptualized as a job demand that drains psychological resources, increases workload perceptions, and reduces job satisfaction, ultimately damaging health.

Data were collected through an online self-report survey administered to 868 employees (managers and professionals) from a major Italian multinational company, within a cross-sectional design aimed at assessing key work-related dimensions.

Findings suggest that a discriminatory work environment (DWE) is positively associated with higher workload and lower job satisfaction. In turn, both higher workload and lower job satisfaction predicted poorer health outcomes. Results also suggest that discrimination in the workplace acts as a demand that heightens perceived workload and reduces motivational resources. Job satisfaction emerged as both a protective and a risk factor: employees who don't perceive their workplace as discriminatory appear satisfied with their work, with higher levels of well-being and reduced workload, while those who consider their workplace as discriminatory show low job satisfaction and poorer well-being.

Practical implications highlight the need for organizations to treat discriminatory workplaces as a critical job demand that undermines well-being and productivity.

The graphic consists of three overlapping circles. The front-most circle is solid black. Behind it, there are two more circles, one in a medium gray and one in a light gray, creating a layered effect. The circles overlap in the center, with the black circle being the most prominent.

**POSTER PAPER  
PRESENTATIONS**

## P1

### **When Gossip Strikes: The Protective Role of Job Crafting in Empowerment and Performance**

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*Background:* Employee empowerment can be defined as the process of providing employees with self-pacing, independent decision-making, and greater opportunities for self-direction (Conger & Kanungo, 1988; Spreitzer, 1996). Empowered employees tend to exhibit higher motivation, creativity, and commitment because they perceive greater control over their work and personal contribution to organizational goals. However, in socially adverse environments, such as those characterised by negative workplace gossip, the positive effects of empowerment may be undermined. Negative workplace gossip creates mistrust, anxiety, and relational strain, potentially limiting employees' willingness to engage proactively in their work roles. This study aims to explore how such social stressors shape the relationship between empowerment and job performance, and whether job crafting—employees' proactive modification of their tasks, relationships, and perceptions—can serve as a resilience mechanism in these contexts.

*Method:* A time-lagged, multisource design was employed, involving 132 employee–supervisor dyads from various organizations. Data were collected at two time points to reduce common method bias. Empowerment, negative workplace gossip, and job crafting were assessed through employee self-reports, while supervisors rated employees' job performance. Moderated mediation hypotheses were tested using ordinary least squares regression with bootstrapping procedures, following the PROCESS macro framework.

*Results:* Findings show that employee empowerment positively predicts job crafting, which, in turn, enhances job performance. Empowered employees tend to redesign their work to align better with their strengths and motivations, translating empowerment into measurable performance outcomes. However, negative workplace gossip significantly weakens the direct relationship between empowerment and job performance, indicating that toxic social climates can erode some of the benefits of empowerment. Importantly, the indirect effect through job crafting remains significant and robust, suggesting that proactive behavioural adaptation helps employees maintain performance despite adverse social conditions.

*Conclusion:* This study advances empowerment theory by integrating the Conservation of Resources (COR) framework, showing that empowerment functions as a personal resource that can foster additional resources through job crafting. Yet, its positive outcomes are context-dependent, particularly vulnerable to social stressors like gossip. The results highlight the need for organizations to cultivate psychologically safe environments where empowered employees can fully leverage their autonomy without fear of social backlash. By identifying job crafting as a protective mechanism, the study provides actionable insights for managers aiming to sustain performance and well-being in socially challenging workplaces.

## P2

### **Healthcare Workers' Occupational Health Profiles and Their Impact on Residents' Health in Nursing Homes: A Mixed-Effects Analysis**

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*Background:* Numerous studies have reported higher rates of burnout among healthcare workers compared to other worker populations, particularly in geriatric settings. Investigating the relationship between healthcare workers' occupational health and residents' health is essential, yet it remains underexplored in nursing homes. This study aims to identify healthcare workers' occupational health profiles and examine their effects on residents' health outcomes over time.

*Method:* In ten nursing homes in France, 272 healthcare workers completed self-report measures of psychological empowerment and burnout. Three occupational health profiles were identified using latent profile analysis (i.e., "high empowerment", "underused", "high burnout" workers). Dominant profile occupation health profile of each nursing home was used to associate healthcare workers data with residents' outcomes. Quality of life, anxiety, depression and aggressiveness questionnaires were collected from 241 residents at baseline and from 174 at six-month follow-up. Linear mixed-effects models were performed for each resident outcome, adjusting for age, gender, cognitive decline (MMSE), neuropsychiatric symptoms (NPI) and dependency, with nursing home as a random effect.

*Results:* At T1, compared with residents linked to the "high-empowerment" profile, those associated with the high-burnout profile showed significantly higher levels of objective ( $\beta = 1.82, p = .049$ ) and self-perceived anxiety ( $\beta = 8.37, p = .032$ ). No significant differences were observed at baseline. The "Underused" profile showed no significant contrasts with the high-empowerment group, except for lower aggressiveness at T1 ( $\beta = .95, p = .064$ )

*Conclusion:* This exploratory study uses a person-centred approach combined with mixed-effects modelling to examine how healthcare workers' occupational health relates to residents' health in nursing homes. Findings suggest that exposure to healthcare workers characterized by high burnout is associated with greater anxiety and behavioural disturbances among residents over time. These results highlight the importance of healthcare workers' psychological health for residents' clinical outcomes and highlight the need for organizational strategies promoting psychological empowerment and reducing burnout in geriatric settings.

## P3

### **How Leader Ego Depletion Affects Subordinates' Creativity in Public Services**

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*Background:* Public organizations increasingly need to respond swiftly and effectively to the rising expectations of citizens. To this end, these organizations must foster innovative and dynamic environments that creatively meet demands for quality services. In this context, creativity, which has been considered crucial for organizational flexibility and adaptability to changes even in politically and bureaucratically constrained environments, has garnered significant attention. The literature distinguishes between incremental creativity, involving refinements of existing ideas, and radical creativity, which represents significant departures from current practices. Building on the componential theory of creativity (Amabile, 2013), this

study explores the impact of contextual and individual factors on both types of creativity in the public sector setting. The challenging tasks that leaders develop often result in ego depletion. In this context, drawing on Job Demands-Resources (JD-R) theory, our study makes three important contributions to existing knowledge. First, we innovate by addressing the influence of leader ego depletion on public employees' radical and incremental creativity. The literature on the topic of ego depletion has been scarce in addressing the effects of one person's depletion on another person's behaviour. Second, we also add by exploring the mechanisms through which leader ego depletion affects creativity. More specifically, we explore the mediating role of employee positive and negative affective well-being. Third, by considering the moderation of team innovation culture, we contribute to the existing literature by testing how this team contextual variable can affect the relationships between leader ego depletion and employee affective well-being and between leader ego depletion and employee creativity. By pursuing these aims, we address calls for research on ego depletion to move beyond the lab.

*Method:* A total of 606 leaders and 1,674 employees working in 59 Brazilian state public organizations participated in a three-wave online survey with a 1-month time lag between waves. Due to the nested nature of data, hypotheses were tested using generalized structural equation modelling (GSEM) with Stata (version 16).

*Results:* Leader ego depletion negatively relates to positive affective well-being and positively to negative affective well-being. Both positive and negative affective well-being increase radical creativity, and leader ego depletion and negative affective well-being increase employee incremental creativity. Furthermore, team innovation culture moderated the relationships between leader ego depletion and affective well-being, and between leader ego depletion and incremental creativity.

*Conclusion:* Our study contributes to the literature on the contextual and individual antecedents of employee creativity and affective well-being in the workplace, as well as on the outcomes of leader ego depletion in public settings. The findings of the present study also have several managerial implications for public organizations.

#### **P4**

#### **Workplace Aesthetic Qualities as a Job Resource: Measurement and Initial Validation of the Construct**

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*Background:* While the physical work environment is widely recognized as vital for employee well-being, the role of workplace aesthetics remains understudied. This scarcity of empirical evidence may stem from the lack of consistency in defining and measuring the construct. Although the construct of workplace aesthetics encompasses the aesthetic qualities of the physical environment—what can be seen, heard, and touched—most definitions and measures focus solely on visual aspects. Moreover, despite referring to a property of the physical environment, much of the existing research centres on employees' aesthetic preferences. These limitations lead to conceptual ambiguity and inaccurate measurements. In this study, we aim to advance the conceptualization and operationalization of workplace aesthetics by proposing a comprehensive definition—and a corresponding measurement tool—that encompasses not only visual but also a broad range of perceived aesthetic qualities, including auditory and tactile elements. Drawing on previous theoretical perspectives on environmental aesthetics, we define workplace aesthetics through the presence of six qualities of the physical

work environment: multisensory beauty, diversity, coherence, scale, mystery, and sublimity. Based on this definition, we operationalize the construct with the Workplace Aesthetic Qualities Scale (WAQS) and examine its reliability, convergent validity (in relation to other measures of workplace aesthetics) and discriminant validity (with regard to the satisfaction with the physical work environment). Further, we position workplace aesthetics within job demands-resources (JD-R) theory proposing that it functions as a resource of the physical work environment. To this end, we hypothesize that it relates positively to work engagement and job performance over and above the impact of other psychosocial job resources (i.e., autonomy).

*Method:* The factor structure and psychometric properties of the WAQS were examined using cross-sectional data from 662 employees across diverse work environments. A subsample of 168 participants was used to assess convergent, discriminant, criterion, and incremental validity, while test-retest reliability will be tested with longitudinal data that are currently collected.

*Results:* Confirmatory factor analyses supported the proposed six-factor structure of the WAQS, which fit the data better than alternative five-factor, four-factor, three-factor, and one-factor models. The WAQS demonstrated high reliability ( $\alpha/\omega = .95$ ). Also, it related positively to a measure of visual workplace aesthetics ( $r = .82$ ) and was found to be empirically distinct from satisfaction with the physical work environment. Criterion and incremental validity were also confirmed since workplace aesthetic qualities related positively with work engagement and job performance over and above the effect of job autonomy.

*Conclusion:* This study positions workplace aesthetic qualities as a valuable resource of the physical work environment and introduces the WAQS, a reliable and valid tool for assessing the construct. The results highlight the importance of integrating aesthetic considerations into workspace design and suggest that workplace aesthetics play a crucial role in shaping employee well-being.

## **P5**

### **Linking Daily Job Crafting Profiles With Energy Regulation: A Multilevel Latent Profile Analysis Among Hybrid Workers**

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*Background:* Employee-initiated job tailoring, known as job crafting, continues to attract sustained scholarly interest in occupational health psychology due to its benefits for both employees and organizations. While traditional research has largely relied on variable-centred approaches, person-centred approaches provide a more holistic understanding of how different crafting behaviours co-occur within individuals and how these combined patterns—so-called job crafting profiles—relate to employee outcomes, such as work engagement and mental well-being. Despite the rise of person-centred job crafting research, several gaps remain that warrant further investigation. First, although there is ample evidence that job crafting behaviours fluctuate from one day to the next within individuals, the relationships between daily fluctuations in profile membership and health-related outcomes are still largely unexplored. Second, while variable-centred research generally views approach crafting as beneficial and avoidance crafting as detrimental, recent studies suggest that approach-oriented crafting may deplete energy resources due to the additional effort it requires (entailing a potential “dark side”), whereas avoidance-oriented crafting may temporarily reduce exhaustion (entailing a potential “bright side”). However, it remains unclear how approach- and avoidance-oriented crafting profiles contribute to or mitigate employees’ energy regulation, encompassing both energy depletion and recovery after work. Third, with the prevalence of hybrid work, employees

frequently alternate between working in the office and from home. This raises the question of whether day-level job crafting profiles are influenced by work location, which has not yet been empirically investigated. Against this background, this study aims to explore daily job crafting profiles of hybrid workers and their relationships with energy regulation, accounting for daily work location.

*Method:* A daily diary study will be conducted over ten consecutive working days. The sample will comprise employees working full-time in hybrid settings. Participants will first complete a pre-study survey capturing stable variables and sociodemographic information. Subsequently, they will receive one questionnaire at the end of each day, assessing daily levels of job crafting, energy depletion, recovery experiences, and work location. The data will be analyzed using multilevel latent profile analysis.

*Results:* Data collection will take place in early 2026, allowing results to be presented at the conference. At least three daily job crafting profiles are expected to emerge, differing in their relationships with energy depletion and recovery. Moreover, work location is expected to influence profile membership as well as the links between daily job crafting profiles and employee outcomes.

*Conclusion:* Following the expected results, this study offers three main contributions. First, by capturing short-term within-person variability in job crafting profiles, it advances discussions on the relevance of applying different time frames in person-centred job crafting research. Second, by examining both energy depletion and recovery as outcomes, it clarifies the short-term costs and benefits associated with diverse crafting profiles. Third, acknowledging the rise of hybrid work, it provides insights into understudied contextual boundary conditions that may shape daily profile membership and their links to employee outcomes. Together, these findings can inform organizations aiming to enhance individual job design within hybrid work arrangements.

## **P6**

### **The Association Between Employment Uncertainty and Sickness Absence due to Mood, Anxiety and Stress-Related Disorders and the Impact of Familial Factors, Personality and Workplace Social Support**

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*Background:* Sickness absence (SA) due to mental disorders is a public health concern in many western countries, including Sweden. Employment uncertainty is also common today, but the link between the two is still unexplored. The aim of this study was to investigate the association between employment uncertainty and SA due to mood, anxiety, and stress-related disorders, also assessing the importance of familial factors (genetics and shared early environment), personality and workplace social support.

*Method:* This study, where we used a combination of survey- and register-based data, was performed as a prospective twin study applying a co-twin control design. The study sample (n=9326) was derived from the Swedish Twin project of Disability pension and Sickness absence (STODS). Odds of medically certified SA due to mood, anxiety, and stress-related disorders following employment uncertainty, were estimated through logistic regression analysis. The impact of personality and social support was assessed by multiplicative and additive interaction analyses and the influence of familial factors by conditional logistic regression analysis.

**Results:** An association between employment uncertainty and SA due to mood, anxiety, and stress-related disorders was found, even after adjustment for several potential confounding factors (adjOR 1.46, (95% CI 1.30-1.65)). The interaction analyses assessing interaction between the personality trait extraversion and employment uncertainty and the interaction between workplace social support and employment uncertainty did not indicate any multiplicative or additive interaction. Regarding the personality trait neuroticism, the results did not indicate any multiplicative interaction with employment uncertainty but the results of the analysis assessing additive interaction between neuroticism and employment uncertainty were less clear, indicating that the association may to some degree depend on the level of neuroticism. The conditional logistic regression analysis resulted in lowered estimates (OR 1.09, CI 0.75-1.58), indicating that the association between employment uncertainty and SA due to mood, anxiety and stress-related disorders might be explained by familial factors such as genetics and shared early environment.

**Conclusion:** The findings of the present study indicate that employment uncertainty is associated with SA due to mood, anxiety, and stress-related disorders. However, familial factors, such as genetics and shared early environment, may explain the association. Hence, further studies assessing the effects of exposure to work-related stressors such as employment uncertainty should, if possible, take such factors into account. The association between employment uncertainty and SA due to mood, anxiety and stress-related disorders does not seem to be influenced by personality or social support to any large degree, however the results regarding the impact of neuroticism were less clear and more studies are needed to explore this topic further.

## **P7**

### **What Is the Importance of Context-Specific Factors for Turnover in Health Care Occupations**

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**Background:** Like the rest of Europe, municipalities and regions in Sweden are facing challenges in securing a sufficient healthcare workforce. Around two-thirds of Swedish municipalities report shortages of licensed healthcare staff. One contributing factor to this shortage is voluntary turnover, which is often preceded by turnover intentions. The work environment is of crucial importance for voluntary exits. The aim of this study is to analyze the impact of factors particularly relevant in healthcare (emotional demands, illegitimate tasks, satisfaction with care quality, working hours, and work-private conflict) on turnover intentions and actual turnover in healthcare professions.

**Method:** Analyses will be based on working participants of four waves of the Swedish Longitudinal Occupational Survey of Health (SLOSH) study (2022, 2023, 2024 and 2025). Over the study period, the response rate varied between 42% in 2021 and 45% in 2024. Following our aim, we selected four different occupational groups: medical doctors (n=111), registered nurses (n=363), assistant nurses (n=280), and other healthcare occupations (n=243). Exposure information from 2022 is used to predict turnover intentions and turnover (change of employer) during the following years (2023-2025). Analyses will be adjusted for sex and age. We will primarily use logistic regression analyses, stepwise adding predictor variables (i.e., emotional demands, unnecessary and unreasonable tasks, satisfaction with quality of work performed at workplace, work-family conflict, quantitative work demands).

**Results:** Preliminary results based on data derived from 2022 and 2023 show that among all predictors, work-family conflict (OR=1.43, 95% CI: 1.18 to 1.74), satisfaction with work

performed at workplace (OR=1.56, 95% CI: 1.24 to 1.96) and unnecessary tasks (OR=1.37, 95% CI: 1.04 to 1.79) were associated with intentions to leave. However, only work-family conflict was significantly related to having changed job one year later (OR=1.55, 95% CI: 1.15 to 2.11). Further analyses will involve also the later waves and results will be presented at the conference.

*Conclusion:* Labour shortages and high staff turnover in healthcare are considered a substantial problem, especially in light of ageing populations. Our analyses show that workplace factors are not the only major contributors to healthcare personnel's turnover and turnover intentions, but also that perceived imbalance between work and family demands is an important driver. A central implication of this study is the need for targeted strategies that enable healthcare workers to better balance professional and private responsibilities.

## **P8**

### **Illness, Identity, and Attendance: A Qualitative Study of Presenteeism Among Blue-Collar Workers in SMEs**

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*Background:* Blue-collar workers form the backbone of Germany's skilled trades, yet their everyday experiences of health, illness, and attendance remain underexamined. Research on occupational health has largely emphasized medical indicators or administrative sickness absence, leaving limited insight into how workers themselves interpret illness and decide whether to stay home or work. This study focuses on presenteeism, defined as working despite feeling unwell, and absenteeism as socially embedded practices shaped by workplace norms, team dynamics, and identity-related expectations. In the skilled trades, strong norms around craftsmanship pride, toughness, and reliability may valorise "showing up," even when workers are unwell. Within small and medium-sized enterprises (SMEs), where work is highly visible and teams are interdependent, these attendance decisions may carry significant implications for well-being, work quality, and productivity. Therefore, this study investigates how blue-collar workers make sense of health and attendance behaviour.

*Method:* The study employs a qualitative design based on approximately 40 semi-structured interviews with blue-collar workers from diverse trades. Participants will be recruited through professional networks, trade associations, and SME contacts. Interviews explore understandings of health and illness, experiences with working while sick or calling in sick, perceptions of fairness, loyalty, and stigma, and the perceived consequences of working at reduced capacity. The Gioia methodology will be used to analyze the data. This approach is particularly suited to uncovering how social norms, identity meanings, and organizational contexts shape attendance practices.

*Results:* As data collection and analysis are ongoing, this section outlines the study's anticipated analytical focus. We expect to map the culturally grounded mechanisms, such as work ethic norms, craftsmanship identity, team interdependence, and visibility at work, that shape decisions around presenteeism and absenteeism. The results aim to advance understanding of attendance not as an individual compliance or health choice, but as a social and relational practice embedded in everyday work life.

*Conclusion:* The study seeks to contribute to occupational health, management, and organizational behaviour research by reframing attendance behaviour as socially constructed and culturally mediated. The findings are expected to inform healthier, fairer, and more sustainable attendance cultures in the skilled trades, particularly within SMEs.

P9

## Exploring Behavioural Determinants of Infectious Illness Presenteeism In UK Employees Post-COVID-19: A Qualitative Study Using The COM-B Model And Theoretical Domains Framework.

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*Background:* Infectious illness presenteeism (IIP) — attending work while contagious — was common pre-COVID-19. During the pandemic, many employees changed their work attendance behaviour, often staying home out of caution or in line with self-isolation guidance when presenting with symptoms of respiratory tract infections (RTIs). It is unclear whether these behaviours have continued or reverted, and what factors influence this. The study aimed to explore barriers and facilitators of taking sick leave with RTI symptoms post-COVID-19, with analysis informed by the Capability, Opportunity, Motivation model of Behaviour (COM-B) and Theoretical Domains Framework.

*Method:* We conducted semi-structured interviews with UK employees ( $n=30$ ) required to work on-site, evenly split between those with and without managerial duties. Data were analyzed using framework analysis, combining inductive and theory-informed coding. The protocol was preregistered on the Open Science Framework ([www.osf.io/mgpu7](http://www.osf.io/mgpu7)).

*Results:* Interviews averaged 42 minutes (range 26–57) and sampled employees from micro- to large-sized businesses across a range of sectors including medicine ( $n=6$ ), education and training ( $n=5$ ), hospitality and tourism ( $n=5$ ), business management and administration ( $n=4$ ), and retail ( $n=4$ ). Participants were predominantly female ( $n=21$ , 70%) and 22-61 years old. IIP remained highly relevant post-COVID-19, with participants often attending work despite RTI symptoms. While symptom severity influenced attendance decisions, it was frequently balanced against other factors, so that some stayed home only when physically unable to travel or perform essential duties. They often went in, while recognising the risks of infection and inadequate rest, driven by limited leave opportunities and high motivation and perceived opportunity to attend. Limited leave opportunity arose from an interaction between organizational and professional barriers (policies discouraging absence through limited sick pay or leave provisions, inadequate sick cover, and high or unique job demands), financial pressures (the potential loss of job or income if absent), and reduced social affordances, including expectations to attend work and subtle disapproval of taking time off. Motivation to attend was closely linked to this subtle disapproval, as participants sought to avoid negative judgment and feelings of guilt about burdening colleagues or letting down clients, patients, or pupils, and was further fuelled by internalised professional standards, including a strong sense of duty, ownership and pride in one's work, and financial concerns rooted in the need to earn a living. The opportunity to attend was boosted by three COVID-19-related factors: a current low perceived threat to most people, the expectation that vulnerable individuals manage their own risk, and the increased availability and awareness of protective measures (though uptake remains uncertain).

*Conclusion:* Post-COVID-19, IIP remains common, driven by interacting forces: limited organizational support for leave, the threat of financial precarity, detrimental workplace norms, and feelings of guilt or fear of judgment for absence. The potential for IIP may be even greater as awareness of protective measures has grown and the idea that vulnerable individuals are responsible for their own protection is more openly discussed. Effective intervention will require policy action to secure sick leave and cover, alongside a substantial cultural shift in job design and workplace norms.

P10

## Looking Into Day-to-Day Work Engagement Dynamics: The Role of Daily Off-Job Recovery and Affective States

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*Background:* Contemporary Conservation of Resources theory (COR), Job Demands and Resources model (JD-R), recovery, and broaden-and-build (BB) research converges in showing that work engagement (ENG), off-job recovery experiences such as relaxation (RLX), and daily affective states (PA/NA) shape employees' well-being and motivation. However, it remains unclear whether these resources coalesce into a coherent daily gain spiral in which engagement triggers evening relaxation and next-morning positive and negative affect that, in turn, feed back into engagement on the following day. This lack of clarity is problematic because gain spirals and resource caravans assume that micro-temporal processes across work and off-job time drive the accumulation of resources, yet this assumption has rarely been directly tested. Therefore, the present study conceptualizes engagement not only as an outcome of resources but also as a proximal driver of a daily gain spiral unfolding across the workday, evening recovery, and the subsequent workday.

*Method:* We conducted a daily diary study among knowledge workers ( $N = 118$  participants) across 10 workdays ( $N = 887$  observations). PA, NA (PANAS) and RLX (REQ) were measured in the morning before work, RLX measure referring to being relaxed the previous evening. ENG (UWES) was measured in the afternoon after work. 63.6% of the sample were women, with an average age of 40.9 years, while 55.9% were able to work remotely. The dataset was restructured to test lagged mediation effects via multilevel structural equation modelling.

*Results:* At the within-person level, higher ENG on a given day predicted more RLX in the evening. In turn, RLX was associated with higher PA and lower NA the next morning. PA, but not NA, predicted higher ENG+1. Indirect effects supported a sequential pathway from ENG → RLX → PA → ENG+1, alongside ENG → RLX → PA and ENG → RLX → NA. At the between-person level similarly, employees who were typically more engaged reported more relaxation, more PA, less NA, and higher ENG+1.

*Conclusion:* The results depict a day-to-day dynamic – on days when employees felt more engaged, they reported greater evening relaxation, suggesting that engagement is accompanied by a sense of ease that facilitates winding down. Relaxation, in turn, was linked to a favourable affective profile the next morning indicating an impact on individuals' emotional starting point for the following day. Crucially, only positive affect translated into higher next-day work engagement. This highlights the importance of feeling energized and enthusiastic, rather than not feeling distressed, for sustaining engagement from one day to the next. The significant indirect pathways show day-to-day continuity in engagement, rather than reflecting mere between-person stability. The fact that typically more engaged employees also tended to experience more relaxation, more positive and less negative affect, and higher average next-day engagement underscores that these daily mechanisms are embedded in broader configurations of resources. Together, the findings suggest that repeated cycles may be one route through which employees build and maintain high levels of motivation on a scale of a workday and over time.

## **P11**

### **Is it Bad Enough for You? Differences in Perception of Particular Bullying Activities and the Role of Organizational Climate**

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*Background:* Bullying, i.e., a long-lasting and escalating process involving evolution of an unbalanced power relationship between the target and the perpetrator, manifested in frequent and repeated acts of hostile communication and humiliating an employee, causes discomfort as well as personal and health problems. Previous studies indicate that although overt harassing behaviours are perceived as harmful and unacceptable, other bullying activities such as ostracising others can be perceived as harmless and acceptable. We assumed that such behaviours as ostracizing, rumour spreading or intimidating would be perceived as less harmful, socially inappropriate, and not needed to be punished while other more overt aggressive behaviours such as shouting would be perceived as more harmful, socially inappropriate, and likely to be punished and that organizational climate would play a moderating role in evaluation of particular behaviours.

*Method:* The aim of the present studies (1 within-subject experimental study and 9 between-subject experimental studies) was to explore the role of observers' perception of particular bullying activities in relation to the organizational climate - whether the organization was presented as warm and friendly or as focused on competence and results and further victimization of a targeted employee. We used vignette scenarios (based on Short NAQ, e.g., withholding information, ostracizing, spreading rumours, shouting) to present a harassed employee. After reading the scenarios participants were to judge how harmful, inappropriate, and needed to be punished the behaviours were and assess the extent to which they would ostracise and victimise the employee presented in the scenarios.

*Results:* The results indicate that such bullying behaviours as repeated reminders of one's mistakes, excluding the employee and persistent criticism are perceived as significantly more appropriate, harmless and shouldn't be punished than other forms of negative activities. In line with our predictions shouting at was perceived as less socially appropriate, more harmful and more likely to be prohibited than ostracism. Moreover, the way how particular negative activities were perceived generated further ostracising and victimising a targeted employee.

*Conclusion:* These findings suggest that although all kinds of workplace bullying behaviours are harmful some activities are socially acceptable forms of mistreatment. Our findings provide insight into the process of bullying development and escalation where accepting certain negative behaviours plays a crucial role as previous results suggest that such subtle negative activities as ostracizing may escalate and generate more severe forms of harassment.

## **P12**

### **Mindfulness and Psychological Safety at Work: An Intra- and Interpersonal Perspective**

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*Background:* Psychological safety—the belief that one can freely express oneself without fear of negative consequences—plays a vital role in supporting employees' well-being at work. Despite substantial progress in understanding its antecedents, research identifying concrete and trainable mechanisms that can be leveraged to enhance employees' experience of psychological safety remains limited. We explore whether mindfulness—present-moment attention accompanied by an open, non-judgmental orientation—may be a fruitful lever for

supporting psychological safety through both interpersonal and intrapersonal pathways. From an interpersonal perspective, grounded in Social Information Processing Theory, we hypothesize that leaders' mindfulness will promote employees' experiences of psychological safety. We expect leaders' mindfulness to be reflected in behavioural cues that employees use to evaluate the safety of their environment. Mindful leaders are expected to enact fewer behaviours that convey threat, such as workplace incivility (e.g., rudeness, dismissiveness), and more behaviours that signal that self-expression is welcomed and accepted, such as expressed leader humility (e.g., acknowledging limitations, valuing others' contributions, admitting mistakes). By enhancing self-awareness, strengthening emotional regulation, and reducing ego-defensiveness, mindful leaders are likely to show less incivility and more humility, thereby creating a safer work environment. From an intrapersonal perspective, we expect that employees who are more mindful—due to reduced threat appraisals, and stronger emotional regulation—(1) experience higher baseline levels of psychological safety and (2) are less affected by negative leader behaviours (e.g., incivility) and more responsive to positive behaviours (e.g., humility). Through decentring and reduced self-referential processing, mindful individuals are less influenced by others' judgments and rely less on external validation to feel comfortable expressing themselves. This internal stability fosters a higher general sense of psychological safety and makes mindful employees less reactive to negative cues while remaining open to positive ones.

*Method:* We will test our hypotheses in two studies. First, to examine whether dispositional mindfulness is associated with baseline experiences of psychological safety, we use four measurement points from 120 students working in 30 teams across a semester (September–December). We will test whether individual differences in mindfulness predict stable between-person differences in students' psychological safety (i.e., their random intercept), above and beyond personality. Second, to test both pathways, we will conduct a dyadic leader–follower survey study in Belgian governmental organizations. Participants will complete validated measures of trait mindfulness, leader enacted incivility, leader expressed humility, and employee psychological safety, along with control variables (e.g., personality, global self-esteem). Using multilevel modelling, we will examine whether leader mindfulness predicts follower psychological safety through reduced incivility and increased humility, and whether follower mindfulness both (1) predicts psychological safety directly and (2) moderates the effects of leader behaviours on psychological safety.

*Results & Conclusion:* Data collection for the student study will be completed in December, and data collection for the dyadic field study is planned for February 2026. Analyses will be finalized by the conference date. If supported, our findings will position mindfulness—and mindfulness training—as a promising lever for improving psychological safety by shaping leaders' interpersonal behaviours and strengthening employees' internal sense of safety.

### **P13**

#### **Competition Within the Team and Moderating Effects of Leadership and Agile Working Environment**

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*Background:* There is still a widespread belief in society that a competitive working environment can increase performance in the workplace. Surpassing the performance of others, a certain sense of rivalry, or competitive situations are often created in companies in practice to increase employee commitment and dedication to the company. However, studies show competition in the workplace has strong negative effects, such as higher stress levels or lower loyalty to the organization. This raises the question of whether certain organizational factors might moderate these effects and potentially lead to positive outcomes. Working in a corporate culture where

so-called agile working conditions prevail (creative freedom, flexibility, personal development) could mitigate the critical effects of a competitive work environment or even show beneficial effects of competition. The same could apply to a health-promoting leadership style. A manager who adopts an employee- and health-oriented leadership style may benefit a competitive work environment that supports the resources necessary for realizing potential positive effects of competition.

*Method:* A total of 374 employees from Austria took part in an online study in spring 2025. They provided information on their competition level in their team, their leaders' health-promoting behaviour, their organization's working environment, and subjective engagement and loyalty to the organization.

*Results:* The results of a hierarchical regression analysis showed that experiencing competition in the team was related to higher stress and lower loyalty at the workplace. The relationship between competition and engagement was not significant. A possible buffer effect of an agile working environment between competition and employee outcomes was visible for loyalty. In particular, working in an agile working environment can weaken the critical effects of competition on loyalty. No significant moderating effects of health-promoting leadership could be found.

*Conclusion:* The results show that competition within a team primarily has negative effects, such as reduced loyalty to the company or increased stress levels. An agile corporate environment that prioritizes creativity, flexibility, and personal development can increase loyalty to the company to such a degree that the adverse impact of team competition on individuals is mitigated. Nevertheless, even an agile working environment cannot reduce the critical effects of competition on stress. Health-promoting leadership did not have a buffering effect. It is possible that in highly competitive teams, an alternative leadership approach – characterized by greater social balancing or mediating behaviour – may be more effective.

## **P14**

### **Barriers and Facilitators of Return-to-Work after Sick Leave due to Common Mental Disorders among Swedish Personal Assistants: A Qualitative Interview Study**

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*Background:* In Sweden, the profession of personal assistant plays a significant role in enabling people with severe disabilities to participate in society. With approximately 100,000 individuals working as assistants, the professional group is also one of Sweden's largest. While the profession is characterized by a considerable variation in work environment, it is also burdened by a high prevalence of sick leave caused by common mental disorders (CMDs). To promote the sustainability of personal assistance, an exploration of facilitators and barriers for return-to-work (RTW) after sick leave is warranted.

*Method:* This study uses a qualitative design to explore the experiences, perceived barriers, and facilitators of RTW among personal assistants in Sweden. Data was generated through repeated semi-structured interviews with personal assistants who met the inclusion criteria of having worked as a personal assistant for at least 6 months, having experienced CMD-related sick leave, and subsequently returned to work after their sick leave. The personal assistants could work for either a private, municipal, or cooperative assistance organizer, allowing for comparisons between sectors. Sample questions asked during interviews were: "Was there anything that made it easier for you to RTW (in your work- or private life)?" "Was there any specific accommodations that facilitated your return (e.g. job description, working hours)?" and "Was there anything that made it difficult for you to RTW (in your work- or private life)?" The

ongoing analysis is situated within a constructionist epistemology and an experiential orientation, where the researchers have an active role in generating, analyzing, and interpreting the data, and is performed with an inductive strategy consisting of the six phases of Reflexive Thematic Analysis as described by Braun and Clarke.

**Results:** N=22 (2 non-binary persons/3 men/17 women) personal assistants participated in the study, and 20 participated in a second interview. The analysis is ongoing, and early patterns indicate that interpersonal relationships hold significant meaning in the experiences of RTW after CMD-related sick leave among Swedish personal assistants. The accounts describe how interpersonal relationships (colleagues, managers, persons eligible for assistance, and their close relatives) can constitute both barriers and facilitators depending on context and situation. One shared commonality is physical separation from colleagues and managers, which may pose challenges in obtaining adequate support during the return-to-work process following sick leave. Initial analysis reveals early patterns, though the scope of this study leaves room for additional patterns to be explored.

**Conclusion:** The lack of research on personal assistants' work environment and employment conditions represents a critical gap in the literature. Research that identifies the support needed to address the specific occupational challenges while maintaining the principle of self-determination and independent living among persons eligible for assistance is therefore necessary. The results of this study will inform workplace interventions targeting work environment factors and rehabilitation in an understudied and highly contextualized occupational group.

## P15

### **Healthcare Workers Perceived Health, Working Conditions, and Safety Climate: A Multicentre Cross-Sectional Study in Healthcare Workplaces**

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**Background:** Healthcare workers (HCWs) are exposed to high psychosocial strain and physically demanding workloads, which often lead to health problems. Nevertheless, many continue to work while ill, which may negatively affect both occupational health and patient safety. This study aims to describe HCWs' perceptions of their psychosocial and physical working conditions, including safety climate, and to analyze patterns of health, work ability, and sickness presenteeism.

**Method:** A multicentre cross-sectional study was conducted in Sweden in 2023. In total, 1,214 HCWs from 17 hospital care units and 27 nursing homes completed a questionnaire (response rate: 64%). The survey assessed health, pain, work ability, sickness presenteeism, psychosocial and physical working conditions and safety climate (Nordic Safety Climate Questionnaire, NOSACQ-50). Descriptive statistics were performed, and free-text responses were analyzed with content analyses through open-ended questions: "Describe factors you experience most demanding in your physical; organizational and social work environment".

**Results:** Most respondents were women (90%), employed as assistant nurses (70%) or registered nurses (18%). Overall, 76% of HCWs reported complaints related to mental and/or physical workload in their current employment. Stress-related problems (29%), headaches (26%), and depressive symptoms (9%) were reported, alongside musculoskeletal complaints: neck pain (34%), shoulder, elbow/wrist/hand pain (51%), low back pain (41%), lower extremity pain (51%). Nearly one-third reported moderate or poor work ability related to physical or

mental demands. Presenteeism was widespread: 41% had attended work despite illness or pain during the past week. General health was rated as fair/poor by 19%. HCWs frequently described their work as both mentally and physically demanding. Organizational and social stressors were also highlighted, including insufficient collaboration, communication and feedback (14%), unreasonable demands (14%), anxiety about not completing work on time (20%), and lack of opportunities for breaks during a typical workday (15%). Problems to “a high degree” was reported with heavy lifting (44%), uncomfortable working positions (37%), and high work pace (36%). The mean (SD) NOSACQ-50 scores for the seven safety climate dimensions ranged from 3.1 (0.6) to 3.6 (0.4). The highest ratings were found for: management safety justice; safety communication, learning and; trust in co-workers’ safety competence and; trust in the efficacy of the safety system, all with mean values of 3.5 or above. The open-ended responses identified burdensome factors in the organizational and social work environment: high workload, time pressure, insufficient communication and collaboration, unclear routines, psychological strain such as fear of mistakes, and limited opportunities for professional development and recovery. Strenuous tasks in the physical work environment involved primarily heavy patient handling, non-ergonomic postures, and patient-related challenges, all compounded by staff shortages and high workload.

*Conclusion:* This study demonstrates a paradox in healthcare work: despite a high prevalence of psychosocial and musculoskeletal problems, sickness presenteeism remains widespread among HCWs in hospitals and nursing homes. The findings highlight, high workload, insufficient communication, heavy physical demands and lack of recovery as central burdens in both the physical and the organizational/social work environment. To promote a sustainable working life and safeguard patient safety, organizational-level interventions are required.

## **P16**

### **Recovery From Work and Physical Activity Among Finnish Higher Education Personnel – An Online Survey Study**

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*Background:* Due to workload pressures, psychosocial distress, and burnout risk, recovery from work is important for higher education personnel. Previous research has shown that leisure-time physical activity (LTPA) and active breaks at work can enhance recovery. However, there is a lack of research on how higher education personnel recover from work and whether they engage in physical activity as a recovery activity. This study aimed to explore recovery from work and physical activity among higher education personnel.

*Method:* The participants were Finnish higher education personnel members who belonged to a professional association (N = 1578). Data were collected between 1–2/2025 with an online survey, comprising questions on background information, recovery from work (the Need for Recovery, NfR), and physical activity (Global Physical Activity Questionnaire, GPAQ). Descriptive statistics, crosstabulation, nonparametric tests, and linear regression were used.

*Results:* The response rate was 15% (n = 229). The respondents were primarily middle-aged (mean age 52 years), female (89%) senior lecturers (81%), with an average of 28 years of overall work experience and 13 years of experience in higher education. Most were employed in social work, health, sports, and beauty units (78%), and reported physical activity and sports as a hobby (85%). The respondents recovered moderately: mean NfR was 3.0, and median NfR was 3.1 on a scale of 1–5. The three most common recovery activities during the workday were food and beverages (37%), physical activity and sports (29%), and animals (23%). Outside the workday, the most typical recovery activities were physical activity and sports

(89%), nature (79%), and food and beverages (72%). On average, the respondents had vigorous LTPA 3 days per week and moderate LTPA 4 days per week, while 88% had no occupational physical activity (OPA). Over half (59%) were physically active during breaks, and 33% commuted actively. Vigorous LTPA and active breaks were associated with lower NfR as such. However, in the linear regression model adjusted for age, gender, sedentary time, active commuting, and physical activity and sports as a hobby, the associations of vigorous LTPA and active breaks with NfR were non-significant.

*Conclusion:* The higher education personnel recovered moderately from work, and most of them were physically active in their leisure time. The findings of this study confirm correlative associations across vigorous LTPA, active breaks, and recovery from work, but no independent relationships were found due to other factors that may confound and affect pathways between recovery and physical activity. As part of occupational well-being promotion, encouraging employees to have vigorous LTPA and organizations to support active breaks may lead to a decreased need for recovery. This study also highlights a need for further research to determine whether vigorous LTPA is more efficient in promoting recovery from work than moderate LTPA. Additionally, it is important to explore why some individuals experience, perceive, and are motivated to recover through physical activity, while others are not. These experiences, perceptions, and motivations should be considered when promoting recovery in a motivating way at individual, community, and organizational levels.

## **P17**

### **Implementing Workplace Mental Health Policy: Occupational Health Psychology Interventions to Reduce Psychosomatic Symptoms, Absenteeism, and Strengthen Employee Well-being**

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Workplace mental health policies are central to sustaining employee well-being and organizational performance. Despite increasing awareness of their importance, the practical implementation of such policies often lacks psychological grounding and systematic evaluation. Occupational Health Psychology (OHP) provides a robust evidence-based framework for translating mental health policy into practice by addressing the complex interaction between individual, organizational, and environmental factors influencing mental health at work.

This practice-based paper draws on ten years of professional experience in occupational health psychology to illustrate how OHP interventions can operationalize workplace mental health policy. The intervention model comprised three core components: (1) systematic assessment of psychosocial risks and associated physical complaints; (2) individual and group-level interventions combining stress management, psychoeducation, and emotion regulation strategies; and (3) interdisciplinary collaboration between the occupational health psychologist, workplace physician, and human resources team. The approach emphasized prevention, resilience-building, and sustainable reintegration for employees returning from stress-related absences.

Evaluation across multiple organizational contexts revealed substantial reductions in psychosomatic symptoms and short-term absenteeism, alongside measurable improvements in employee well-being and coping capacity. Participants reported enhanced emotional regulation and perceived organizational support. Furthermore, managerial teams exhibited increased awareness of the connection between psychological health and productivity, which promoted stronger long-term policy integration and culture change.

The findings demonstrate that OHP-based interventions can effectively bridge the gap between policy and practice, embedding psychological principles into organizational health strategies. Sustained collaboration among mental health professionals, occupational health services, and leadership is essential to ensure that workplace mental health initiatives evolve into enduring, evidence-informed practices. Such integration supports not only individual resilience but also collective well-being and organizational sustainability.

## **P18**

### **Developing a Maturity Model for the Psychosocial Work Environment (MATURITY): Building Organizational Capabilities for Healthy and Productive Work**

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*Background:* Despite well-developed assessments and interventions for workplace health and well-being, many organizations continue to struggle with unresolved psychosocial work environment (PSWE) challenges. This stems from inadequate management processes, inconsistencies in application, or different understandings of what constitutes a healthy PSWE. Maturity models describe an organization's capabilities (e.g., processes, structures, and leadership practices) for achieving its goals (e.g., the "Psychosocial Maturity Review", "Working Well Maturity Framework"). They can offer an invaluable tool for understanding an organization's capabilities in relation to supporting a healthy PSWE. A validated maturity model for the PSWE is needed to enable sustainable improvements through systematic, organization-wide efforts and organizational capabilities to integrate a focus on well-being into everyday leadership and work practices. While experience-based maturity models can be highly effective and widely adopted, they often lack the theoretical grounding and empirical validation that research-based models provide.

*Method:* The MATURITY project aims to develop and validate an organizational maturity model for the PSWE and occupational health. It utilises systematic methodologies, including literature reviews, empirical studies (two case studies – involving six departments), and validation processes. This ensures that the model is not only internally coherent but also externally valid across different contexts. Its development is based on established theories and frameworks, enabling deeper insights into the mechanisms of maturity development. Furthermore, embedding principles of Knowledge Transfer and Exchange and a participatory approach involving employees, managers, and health and safety representatives in Danish workplaces, combined with workplace data and existing research on maturity models within the model development process, ensures that the insights generated are not only academically robust but also accessible and actionable for practitioners.

*Results:* The MATURITY model comprises five levels, each describing the extent to which the organization in focus is capable of meeting predefined criteria. The highest level represents the ideal stage, where the organization has the capacity to systematically manage and follow internal processes, combining process improvement with organizational learning. The absence of shared practices characterises lower levels of maturity, unsystematic and ad hoc internal processes, and a lack of competencies. Within this structure, the model draws on validated instruments, including the Psychosocial Safety Climate (PSC-12), the JD-R model, the Job Content Questionnaire, and the Danish Psychosocial Work Environment Questionnaire. This theoretical integration supports more nuanced interpretation and strategic decision-making. As development is currently at an early stage, we anticipate finding a range of understandings and dialogues about how psychosocial challenges and interventions are managed. The identification of standard capabilities to prevent and ensure a good PSWE enables comparison across divisions in organizations and thus assessment of the current stage and maturity.

*Conclusion:* The MATURITY model offers a solution for achieving a strategic and sustainable approach to enhancing the PSWE in workplaces. By fostering a common language, structured processes, and organizational learning, it can support sustainable development beyond one-time assessments. Organizations will be able to identify their organizational maturity stage and plan progress to the next stage, ultimately strengthening leadership, enhancing collaboration, responding to change, and improving well-being and performance across their workplaces.

## **P19**

### **Determinants of Decent Work and Health: The Role of Early-Life Adversity and Disadvantage**

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*Background:* Adverse childhood experiences (ACEs) are a significant public health concern, impacting millions of individuals and contributing to long-term health, social, and economic disparities. ACEs include abuse, neglect, exposure to violence, and household dysfunction and have profound implications for a child's development, influencing cognitive, emotional, and social growth with lasting impacts well into adulthood. Moreover, children from lower social class backgrounds and racial minority groups often experience stronger effects, which contribute to profound multiplicative disadvantages. The life course perspective and cumulative disadvantage theory explain that the effects of childhood adversity often accumulate, leading to a cascade of challenges in adulthood. Although prior scholarship has established that ACEs limit one's ability to obtain and maintain employment, the quality or decency of this employment (i.e., work is productive, fair, and satisfying) remains unknown. In addition to individual adverse experiences, there is a growing recognition that the characteristics of the environments in which individuals are raised play a crucial role in shaping their life trajectories. Childhood neighbourhood socioeconomic disadvantages (CNSD)—such as high rates of single-parent households, poverty, reliance on public assistance, low educational attainment, and unemployment—are linked to poorer outcomes in health, education, and economic success. Despite robust evidence supporting the impact of neighbourhood factors on developmental and economic trajectories, it is unknown how these contextual factors shape workplace outcomes. Addressing this gap is critical, as the workplace could facilitate greater disadvantage thereby widening health disparities.

*Method:* The methods in this study integrate both quantitative and qualitative approaches to assess the impact of ACEs and CNSD on employment and health outcomes. Quantitatively, the study will analyze longitudinal data from the National Longitudinal Study of Adolescent to Adult Health, employing statistical models to examine how ACEs and CNSD affect the attainment of decent work and subsequent health. These analyses will include latent class analysis to identify intersectional classes (including combinations of race/ethnicity, gender, and social class) as well as structural equation modelling to test the path model and moderating effects of the intersectional classes. Qualitatively, web-scraping techniques will be used to collect personal narratives from online forums, providing insights into how individuals with histories of adversity perceive and navigate workplace challenges. The integration of these methods allows for a unique understanding of both the general relationships and personal experiences associated with early adversity.

*Results:* Web scraping has begun but data analysis has not yet been completed. All analyses will be finalized prior to conference date.

*Conclusion:* Understanding the effects of ACEs and CNSD on the attainment of decent work is vital for addressing disparities in employment opportunity and the health inequities that follow.

Because health at work is often shaped by the resources, stability, and fairness that employment provides, reduced access to decent work represents a critical pathway through which early adversity contributes to long-term health outcomes. This approach both enhances theoretical frameworks, such as cumulative disadvantage theory and the psychology of working theory, and informs interventions and policies aimed at supporting vulnerable populations in achieving equitable access to decent work.

## P20

### **What Predicts Adherence To Workplace Exercise In the Eldercare Setting? Findings from the Review Project**

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*Background:* Workplace exercise programs can improve the health and well-being of the workers. However, adherence is key for maximizing the benefits. In the ReViEEW project, we found exercise reduced pain and improved muscle performance in eldercare workers. Importantly, workers with higher adherence obtained additional benefits, mainly in psychological health. In this study, we aimed to identify factors predicting adherence to the workplace exercise program from the ReViEEW project. This information could help tailor more effective strategies for maximizing participation in future interventions.

*Method:* A total of 105 eldercare workers from the experimental and waitlist control groups in the ReViEEW randomized controlled trial (ClinicalTrials.gov: NCT05050526) were included. All participants completed a 12-week workplace exercise intervention, consisting of two weekly 45-minute sessions supervised by real-time videoconference. The trainer supervising the sessions collected adherence, which was calculated as the percentage (0-100) of sessions completed with the prescribed duration and intensity. Factors predicting adherence included a range of multidimensional variables collected by validated assessment tools. In total, 37 variables regarding baseline sociodemographic, psychological, work-related, lifestyle, anthropometric, muscle performance, and pain-related parameters were included. A univariable analysis was first performed to assess factors associated with adherence. For continuous variables, correlations of each variable with adherence were assessed using Spearman's tests. For categorical dichotomized variables, between-group comparisons for adherence were assessed using Mann-Whitney's U tests. All variables showing a p value below 0.1 in the univariable analyses were later included in a multivariable linear regression model, with adherence as the dependent variable.

*Results:* The mean adherence to the exercise intervention was 64 % (standard deviation: 27%). In the univariable analysis, Spearman's correlations showed that a higher adherence was associated with less anxious symptoms ( $p = 0.048$ ), higher personal accomplishment ( $p = 0.011$ ), less days of hypnotic/anxiolytic medication use ( $p = 0.004$ ), more years in the eldercare profession ( $p = 0.082$ ), higher work performance ( $p = 0.017$ ), and less days of negative work-interference from low back pain ( $p = 0.075$ ) at baseline. Additionally, Mann-Whitney's U tests showed higher adherence in workers which did not have rotating work shifts, compared to those who did ( $p = 0.051$ ); workers which were physically active, compared to those who were inactive ( $p = 0.064$ ); and workers which practiced regular resistance training, compared to those who did not ( $p = 0.021$ ) at baseline. Finally, the multivariable linear regression model included higher personal accomplishment ( $\beta = 0.216$ ), less days of hypnotic/anxiolytic medication use ( $\beta = -0.209$ ), not having rotating work shifts ( $\beta = -0.182$ ), being physically active ( $\beta = 0.199$ ), and practicing regular resistance training ( $\beta = 0.182$ ) as the main variables associated with a higher adherence.

*Conclusion:* In general, eldercare workers that were psychologically better, did not have rotating work shifts, and were already physically active, tended to have a higher adherence to the workplace exercise program. These findings could be relevant to help tailor more effective strategies to enhance adherence to future workplace exercise interventions in the eldercare setting, what could lead to greater exercise-related health benefits for the workers.

## **P21**

### **Applying the Total Worker Health Approach in Finland**

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*Background:* *Total Worker Health*® is an evidence-based approach to worker well-being that was developed in the United States by the National Institute for Occupational Safety and Health. *Total Worker Health* (TWH) is defined as “policies, programs, and practices that integrate protection from work-related safety and health hazards with promotion of injury and illness-prevention efforts to advance worker well-being.” Grounded in the tenet that work is a key determinant of well-being, TWH emphasizes the role of workplace policies, practices, and culture in keeping workers well. Having garnered evidence over many years, primarily through the *Total Worker Health Centers of Excellence* across the country, TWH is ripe for dissemination beyond borders.

*Method:* An ongoing Fulbright US Scholar project in Finland that is focused on loneliness and social connection at work has provided the opportunity to deliver workshops on the TWH approach. The TWH workshops were delivered to participants in the qualitative study (organizational leaders, occupational health professionals and employees) with the goal of teaching TWH skills to implement change for workplace social well-being. In particular, the workshop includes (a) sharing fundamentals of the TWH approach and (b) engaging participants in a collaborative exercise to explore how this framework can be applied in Finland, particularly to reduce loneliness and promote social connection at work. Tailored to the availability of participating organizations, the TWH workshops were delivered as 60-min or briefer 30-min sessions, with both types of workshop sessions including components (a) and (b). The study will feature perspectives on the applicability of TWH to the Finnish work context along with TWH-informed strategies that were identified to address loneliness and promote social connection at work.

*Results:* While the project is ongoing, completed workshops indicate that participants, both at the management level and employee-level, regarded the TWH approach favourably and felt that it was applicable to the Finnish work context. They also actively participated in the workshop portion where they identified strategies that could be implemented at the leadership level, employee level, as well as the workplace culture level to promote opportunities for social connection at work. More details will be available at the time of the conference after the project has been completed.

*Conclusion:* TWH is an organizational approach to worker well-being that has been validated in various industries in the US and has the potential for application in international work contexts. This is the first project to examine how TWH can be applied within the Finnish context of work, furthermore, to address the loneliness crisis, which is considered a global epidemic. The observations from this project suggest that TWH can be a promising organizational approach to promoting well-being within the Finnish context of work and thus, could potentially be applied more widely to improve worker safety, health, and well-being in Finland.

## **P22**

### **Feedback as a Tool for Enhancing Employee Well-Being and Job Satisfaction in High-Pressure Work Environments: A Case Study of the Asylum Service**

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This study examines the impact of feedback on employee job satisfaction within the Asylum Service, a public sector organization responsible for delivering complex and high-pressure services to asylum seekers. Grounded in organizational behaviour and motivation theories, the research focuses on how feedback mechanisms influence job satisfaction and contribute to employee well-being in a demanding work environment.

Recognized in the literature as a critical component of employee development, performance, and motivation, feedback is explored here through the lenses of supervision, communication, and internal networking. A quantitative research design was employed, utilizing two structured questionnaires: one measuring perceptions of feedback practices, and the other assessing job satisfaction across six dimensions, which include pay, promotion, supervision, fringe benefits, coworkers, and communication.

Data was collected from 109 employees across various departments of the Asylum Service. The findings reveal a strong positive correlation between constructive feedback and overall job satisfaction. Employees who reported receiving regular, meaningful feedback expressed greater satisfaction particularly in areas related to supervision, communication, and coworker relationships. These results underscore feedback not only as a performance management tool but also as a critical mechanism for enhancing employee well-being, reducing workplace stress, and fostering a positive organizational climate. Among the six measured dimensions of job satisfaction, supervision, communication, coworker relationships, and pay emerged as the most influential. Interestingly, educational level did not significantly affect job satisfaction. These insights highlight the importance of interpersonal and organizational support structures in maintaining a satisfied and mentally healthy workforce.

The study concludes that effective feedback systems are essential for promoting both individual well-being and organizational performance, especially in high-stress public sector environments. Based on these findings, practical recommendations are proposed, including the implementation of structured feedback protocols, supervisor training in supportive communication, and the promotion of a feedback-positive culture. Enhancing feedback practices is expected to improve job satisfaction, support employee mental health, and increase organizational efficiency.

## **P23**

### **The Role of Job Demands for Teenagers Compared to Adults**

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*Background:* Roughly one-third of U.S. teenagers engage in paid labour annually (BLS, 2024), yet minors are largely absent from organizational science research (Fletcher, 2025). Work features for teens (hourly pay, pay satisfaction, work stress, job autonomy, workplace learning opportunities, and advancement opportunities) positively predict corresponding features during adult employment (Staff & Mortimer, 2024), and evidence suggests that work stressors for teens are linked to reduced self-esteem and self-efficacy (Mortimer & Staff, 2004). Moreover, adolescents have less success in reappraising or regulating their emotional states in response

to aversive stimuli (Silvers et al., 2012), higher levels of rejection sensitivity (Norona et al., 2018), and greater sensitivity to social rewards than monetary rewards (Ethridge & Weinberg, 2018) compared to adults. Through the lens of the Job Demands–Resources model (Bakker & Demerouti, 2007), we expect: H1: People will be more (a) satisfied and (b) engaged with their jobs when they are adults compared to when they are teens; H2: People will report lower levels of (a) positive affect, (b) negative affect, and (c) job demands when they are adults compared to when they are teens; H3: Supervisor support will be more strongly positively associated with (a) job satisfaction, (b) work engagement, and (c) positive affect, and negatively associated with (d) negative affect when people are teenagers compared to when they are adults; and H4: Job demands will be more strongly associated with (a) job satisfaction, (b) work engagement, (c) positive affect, and (d) negative affect when people are teenagers compared to when they are adults.

*Method:* To test our hypotheses, we used archival data from the Youth Development Study (Mortimer, 2024). This includes multiple waves of individuals from the Midwestern United States across the life span. We used data from two waves when participants were ages 15 and 16 and two waves from when they were ages 25 and 30. Our final dataset includes 753 individuals. We measured supervisor support (Kohn, 1977) with two items; sample item: “How close do you feel to your supervisor?”. We measured job satisfaction with one item: “How satisfied are you with your job as a whole?”. We measured job engagement (Mortimer Finch et al., 1990) with four items; sample item: “I am very much involved personally in my job”. We measured positive affect (Veit & Ware, 1983) with two items; sample item: “Have you felt calm and peaceful?”, and negative affect (Veit & Ware, 1983) with four items; sample item: “Have you felt depressed”. We measured job demands with four items (Mortimer Finch et al., 1990); sample item: “Sometimes I am unclear about what I have to do on my job”.

*Results:* To test our hypotheses, we conducted multilevel regressions controlling for work hours. Results suggest that people are less engaged with work as adults ( $b = -.20, p < .001$ ), experience less negative affect as adults ( $b = -.41, p < .001$ ), and perceive fewer work demands as adults ( $b = -.33, p < .001$ ). This fails to support Hypothesis 1 and provides partial support for Hypothesis 2. Supervisor support did not predict outcomes differently for teens compared to adults, though it showed overall positive relationships with job satisfaction ( $b = .36, p < .001$ ), job engagement ( $b = .26, p < .001$ ), and positive affect ( $b = .08, p < .001$ ), and a negative overall relationship with negative affect ( $b = -.08, p < .001$ ). These results fail to support Hypothesis 3. Lastly, job demands interacted with adult status to predict positive affect differently for adults versus teenagers ( $b = -.14, p = .03$ ). Specifically, results suggest a strong negative association between job demands and positive affect for adults but not for teenagers. This is opposite to the hypothesis and thus fails to support Hypothesis 4.

*Conclusion:* This study is among the first to explore how the stressful experience of work differs for teenagers compared to adults. Our results suggest that work is more demanding but more engaging when one is a teenager. We suggest that the novelty of work may account for both of these effects, as novelty can be both rewarding and stressful. On the other hand, compared to adults, teenagers’ moods may be more resilient to the demands of work. The nature of this interaction is not due to mere exposure, as we controlled for work hours. We suggest that because teenagers are less dependent on employment for survival and likely have less of their identity invested in their employment compared to adults, they are more emotionally resilient to its demands. Lastly, regardless of age, supervisor support is beneficial for outcomes. Future work should explore these relationships on a shorter time scale, as teenagers’ emotional volatility may be masked when examining relationships over longer time scales, as was done in this study.

## **P24**

### **When Health Needs Meet Work Norms: Factors Predicting Menopause Disclosure at Work**

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*Background:* Women aged 40 and older constitute a substantial and growing proportion of the workforce, yet menopause remains a largely invisible topic in organizational contexts. Many women report apprehension about disclosing menopause-related symptoms at work, fearing they will be perceived as less competent, reliable, or promotable. Reluctance to disclose is amplified by the pervasive “ideal worker” norm, which prioritizes constant availability, emotional neutrality, and uninterrupted productivity, making menopause-related health needs appear incompatible with valued professional identities. Disclosure, however, often enables simple accommodations—such as temperature control, uniform adjustments, or flexible scheduling—that can help employees maintain performance and comfort. Organizational practices and supervisory relationships may play a role in helping women feel comfortable disclosing their needs. To that end, this study examines how workplace policies and supervisor behaviours influence menopausal employees’ comfort with disclosure and expectations of discrimination. It is expected that women employed in organizations signalling less adherence to the “ideal worker” norm by providing more formal female- or family-supportive policies will report less anticipated discrimination and more willingness to disclose menopause-related health challenges to their supervisor. More importantly, women who report to supervisors demonstrating family supportive supervisor behaviours (FSSB), regardless of supervisor gender, will report lower anticipated discrimination and greater willingness to disclose menopause-related challenges that impact their experience at work.

*Method:* This study involves 100 female participants who are 40 years or older, currently employed, and have experienced menopause-related symptoms. They complete an online survey using validated scales to assess their menopause-related symptoms, the female- and family-supportive policies offered to them, the FSSB of their supervisor, their perceived risk of discrimination if menopause symptoms were disclosed, and the symptom-related impacts on their experience at work. In addition to completing validated scales, open-ended questions about these issues are included so that we can gain a richer understanding of the issues that women face as they navigate the menopause transition at work.

*Results:* 100 participants will participate in this study. Data collection is underway. Results will be presented at the conference.

*Conclusion:* By identifying conditions under which menopausal employees feel safe or unsafe to disclose health needs, this study aims to clarify how workplaces might reduce stigma, support employee health needs, and promote inclusion. This work contributes to the literature on gendered health and workplace discrimination by empirically examining disclosure decisions during the menopausal transition. The findings are intended to provide evidence-based approaches to organizational policy development and supervisor training initiatives that can promote retention, well-being, and equitable workplace participation of midlife women.

## **P25**

### **Longevity’s Footprint: Mapping Intergenerational Relationships**

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*Background:* Societal aging and rising loneliness among seniors underscore the need for innovative support systems. Intergenerational co-living – where an older adult and a university

student share a home and mutual assistance – is a promising approach to enhance well-being across generations. Theoretical and prior research suggests that close intergenerational relationships can foster emotional support, purpose, and healthier lifestyles for both young and old. However, empirical evidence in Southern European contexts is limited. This study aims to evaluate the impact of a structured intergenerational housing program in Portugal on participants' emotional well-being, loneliness, life satisfaction, resilience, and physical health.

*Method:* An ongoing mixed-methods randomized controlled trial (RCT) is being conducted with older adults (hosts) and university students (tenants) paired through an NGO in Portugal. Participants are randomly assigned either to the intergenerational co-living intervention (sharing a residence and daily interactions) or to a control group (no co-living). Quantitative data are collected via validated surveys (measuring emotional well-being, loneliness, life satisfaction, resilience, and other psychosocial outcomes) and biometric trackers (wearable devices monitoring physical health indicators such as activity levels, sleep quality, and stress physiology). Qualitative data are gathered through semi-structured interviews, capturing personal experiences and relationship dynamics over the 12-month intervention. Assessments occur at baseline and multiple follow-ups to track changes over time. This mixed-methods design allows for rigorous outcome evaluation complemented by in-depth insights into how the co-living experience influences participants' daily lives and health.

*Results:* Data collection is in progress, and final results are not yet available. Based on our theoretical framework and previous findings, we anticipate that older and younger adults in the intergenerational co-living program will show improved emotional well-being, including elevated positive affect and lower depressive symptoms, compared to controls. We further expect to observe reduced loneliness and higher life satisfaction among those in the co-living pairs, reflecting the supportive bonds formed between generations. Participants in the intervention are also hypothesized to develop greater resilience (better coping and adaptive capacity) through mutual support, and to exhibit enhanced physical health indicators relative to those not in the program. These expected outcomes are grounded in established social and gerontological theories suggesting that increased social connection and purpose can yield broad health benefits. Importantly, these projections remain to be empirically validated; the ongoing trial will test whether the hypothesized benefits materialize and quantify their magnitude. Any emerging trends or preliminary observations will be interpreted with caution until the full data are analyzed.

*Conclusion:* This study is poised to provide empirical evidence on whether structured intergenerational co-habitation can positively influence mental and physical health in both older adults and young adults. Although conclusive findings await completion of the trial, the intervention is grounded in a strong theoretical rationale and holds significant promise for improving emotional well-being and reducing social isolation among participants. If the anticipated benefits are confirmed, the results will underscore the value of intergenerational collaboration as a public health and social strategy. Such findings would have practical implications beyond the home environment, notably, the evidence could inform future workplace mental health policies, particularly regarding aging, inclusion, and intergenerational collaboration. In an era of workforce aging and emphasis on inclusive well-being, insights from this project may guide organizations and policymakers in fostering age-friendly, supportive environments that leverage intergenerational relationships to enhance mental health and resilience. Ultimately, this research is expected to contribute to both scientific understanding and real-world interventions by demonstrating how bringing generations together can promote mutual growth, health, and social cohesion.

## P26

### Values and Motivation of (non)Bridge workers

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In many developed countries, societies face the challenges of a rapidly ageing population, leading to issues such as rising pension costs, pressure on healthcare systems, and labour shortages. Continuing work after retirement, also known as bridge employment, may help to alleviate some of these challenges. Drawing on Self-Determination Theory (SDT) and Schwartz's theory of basic human values, this study examined the associations between personal values, experienced autonomy, and bridge employment. In addition, it explored whether autonomy moderates the relationship between personal values and bridge employment. Participants (N=240) completed an online questionnaire measuring personal values, experienced autonomy, and several control variables. Results showed that personal values alone were not associated with bridge employment. However, autonomy emerged as an important factor: higher experienced autonomy was associated with working more hours after retirement. Furthermore, autonomy moderated the association between openness to change and bridge employment, with this relationship being stronger among individuals who experienced greater autonomy. Factors positively associated with autonomy included partner, supervisor and organizational support, as well as perceived health and financial satisfaction. These findings have important implications for policymakers and employers. By strengthening the autonomy of retired employees, organizations and policymakers can create conditions that support continued work after retirement.

## P27

### Do Shifts in Age-Friendliness Matter? Linking Changes in Perceived Age-Relevant Organizational Practices to Healthcare Employees' Well-being

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*Background:* Global workforces are aging rapidly while labour shortages intensify. This creates a growing need to sustain older workers' workforce participation by fostering working conditions that help maintain their health and well-being as core aspects of sustainable employment. Organizational and human resource practices play a key role in helping employees maintain and develop personal and work-related resources that support sustainable careers. These resources manifest in employees' health, motivation, and productivity, which in turn shape employability and retention. Because employees' needs and priorities change across the lifespan, practices that explicitly address age-related aspects may differ from general organizational practices. Existing research shows that age-friendly organizational practices relate to employees' workability, motivation, and well-being, and that perceptions of an age-supportive environment correspond with more favourable job attitudes and behaviours across age groups. However, most of this evidence stems from cross-sectional studies, which limits our understanding of how changes in perceived age-friendly practices relate to employee outcomes over time. Building on the dynamic framework of sustainable careers in conjunction with conservation of resources theory, we hypothesize that changes in perceived age-friendly practices (specifically age-friendly organizational climate, leadership, and work design) correspond with changes in employee well-being. We further expect that employee chronological age moderates these relationships, assuming that associations between changes in age-friendly practices and changes in well-being are stronger among older employees.

**Method:** We conducted a two-wave online survey among employees of a German healthcare organization, with measurement points nine months apart. The final sample comprised 101 predominantly female employees from diverse occupational groups, including administration, home care, inpatient care, and housekeeping. We assessed age-friendly organizational climate, leadership, and work design using the Later Life Workplace Index Short-Form. We plan to analyze naturally occurring shifts in perceptions of these practices and in employee well-being outcomes with multiple regression analyses based on difference scores between the two measurement time points, t1 and t2. The analyses control for general perceived organizational support and baseline levels of the perceived practices.

**Results:** We replicate earlier cross-sectional findings regarding relationships between all three domains of age-relevant organizational practices measured at t1 and well-being at t2. Looking at the change between the two time points, preliminary analyses indicate that only increases in age-relevant leadership correspond with improvements in employee well-being. Final analyses will be completed in time for presentation at the EAOHP Conference.

**Conclusion:** The preliminary findings suggest that health care employees notice and respond to shifts in perceived organizational age-friendliness, particularly in leadership. We hope that our findings can contribute to a more dynamic understanding of age-friendly practices by capturing changes over time and linking them to health-related indicators of sustainable careers. Practically, organizations may benefit from fostering age-aware leadership and communication to create work environments that support employees across different career stages.

## **P28**

### **A Job Demands–Resources Perspective on Cardiac Vagal Tone: Examining Job Demands–Resources Profiles and Heart Rate Variability**

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**Background:** Psychosocial job demands and job resources have been associated with cardiac vagal tone, measured by vagally-mediated heart rate variability (VM-HRV). Higher cardiac vagal tone is important for overall health, and long-term decreases pose a significant health risk. However, research on whether and how different combinations of job demands and job resources affect VM-HRV is lacking. This study aimed to identify job demands–resources profiles and to examine whether VM-HRV varies according to these profiles.

**Method:** The study participants were 164 municipal employees (mean age 47 years, 86% female) who responded to an extensive electronic survey on job demands and job resources and had their electrocardiography-based HRV measurements taken over four consecutive nights during a normal daytime work week. Throughout the ambulatory monitoring, the participants kept a diary on their daily activities and, for example medication, to reveal any criteria that could exclude them from the HRV measurements. Statistical analyses were conducted utilizing latent profile analysis (LPA).

**Results:** LPA revealed four job demands–resources profiles: 1) “isolated and passive job” (low job resources, low overall job demands, but high social isolation and work underload; 16%), 2) “demanding job” (high job demands, low job resources; 14%), 3) “resourceful job” (high job resources, low job demands; 39%), and 4) “active job” (high job resources, high job demands; 31%). The mean VM-HRV levels of the different profiles did not differ significantly.

*Conclusion:* This study showed that municipal employees can be grouped into four profiles on the basis of the level of their job demands and job resources. The job demands and job resources (or the lack of them) tended to accumulate so that the employees who had some high job demands/resources also had other high job demands/resources, and those who had some low job demands/resources also had other low job demands/resources. The profiles did not, however, differ significantly with respect to VM-HRV. Thus, the combined effect of different job demands and/or job resources was not stronger and did not seem to reinforce each other in this respect.

## **P29**

### **Perfectionism, Work Demand Appraisal, and Well-Being**

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*Background:* Trait perfectionism consists of two dimensions: conscientious perfectionism, which entails striving for high standards of performance, and self-evaluative perfectionism, characterised by self-criticism, concern about making mistakes, and need for others' approval (Hill et al., 2004). Early research, in clinical psychology, identified an association between self-evaluative perfectionism and psychological distress, with more recent research examining the implications of perfectionism for work-related behaviour and outcomes. In a qualitative study of work-related stress in veterinarians, O'Connor (2019) suggested that those with higher levels of self-evaluative perfectionism appraise work demands as more stressful, particularly if these reinforce evaluative concerns. Examining this proposal, the present quantitative study tested the hypotheses that 1) self-evaluative perfectionism is associated with poorer well-being at work and 2) this relationship is mediated by work demand appraisal.

*Method:* The study used a time-separated design. At Time 1, 245 veterinarians (UK-based; 79% female; mean age = 40.7 years) completed the Hill Perfectionism Inventory (Hill et al, 2004) and the ASSET work stressor scales (Faragher, Cooper & Cartwright, 2004). Three months later, participants completed the ASSET psychological and physical strain scales.

*Results:* Using path analysis, a partially mediated model was estimated to examine the relationships among perfectionism, work demand appraisal, and psychological and physical strain. Supporting hypothesis 1, self-evaluative perfectionism measured at Time 1 was associated with greater psychological ( $\beta = .30, p < 0.01$ ) and physical strain ( $\beta = .24, p < 0.01$ ) at Time 2. Supporting hypothesis 2, self-evaluative perfectionism was associated with the appraisal of work demands as more stressful ( $\beta = .34, p < 0.01$ ) at Time 1, which in turn was associated with greater psychological ( $\beta = .41, p < 0.01$ ) and physical strain ( $\beta = .39, p < 0.01$ ) at Time 2. In comparison, conscientious perfectionism was associated with greater psychological ( $\beta = .14, p < 0.05$ ) but not physical strain ( $\beta = .07, n.s.$ ) at Time 2 and was unrelated to work demand appraisal ( $\beta = .14, n.s.$ ). Overall, the results indicate that self-evaluative perfectionism has a direct effect on psychological and physical strain and also affects strain via the perception of work demands as more stressful.

*Conclusion:* Previous research indicates that conscientious and self-evaluative perfectionism have differential effects on performance and well-being at work, but relatively little is known about the processes mediating the relationship between perfectionism and work outcomes (Ocampo et al., 2020). This study advances understanding of the impact of self-evaluative perfectionism on work-related well-being via the appraisal of work demands and has applied implications for interventions to support well-being in those higher in self-evaluative perfectionism.

### P30

## The Effects of Using the Camera During Video Meetings on Well-Being and Participation

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*Background:* In the post-pandemic world, the nature of work has changed dramatically. New working models, such as hybrid working, have become central, and have implications for employee performance and well-being. Video meetings have become a highly relevant tool in this new landscape, with over 45% of work meetings in Europe now taking place online (Owl Labs, 2024; State of Meetings Report 2023). During the pandemic, people reported experiencing “Zoom fatigue” when taking part in video meetings. One reason for this was the intense use of the web camera during meetings, which was assumed to make employees feel self-aware and trapped (Shockley et al., 2021). However, recent findings cast doubt on the existence of “Zoom fatigue” in the post-pandemic era (Neshet Shoshan & Wehrt, 2025). The question remains as to whether using the camera during video meetings is still an antecedent of impaired well-being, and what other consequences it has. We are also interested in what predicts camera use during video meetings, especially considering that there might be also negative consequences when taking part in meetings when the camera is closed (e.g., feelings of isolation and reduced cues which are necessary for interpersonal communication).

*Method:* We conducted an event-sampling study in 2024 after the official end of the pandemic to answer our research questions. Participants (N = 125) answered questions about their video meetings (n video meetings = 670) three times a day over 10 days (n days = 467). Of the participants, 52% were women, and the average age was 41.13 years (SD = 14.08). Participants worked in diverse occupations, all taking part in video meetings on a regular basis. In each of the event sampling surveys, participants reported about their last video meeting. They answered questions about their free choice whether to close their camera (“camera autonomy”), the amount of time using the camera in the meeting, their active participation in the meeting, and current exhaustion.

*Results:* Results of three-level analysis in Mplus showed that using the camera in video meetings is unrelated to exhaustion (i.e., no “camera fatigue”). However, when closing their camera, people tended to reduce their active participation in the meeting. Freedom to decide about turning off the camera (“camera autonomy”) was related to less use of the camera. No indirect effect was found in case of exhaustion. However, when people were allowed to close their cameras, they tended to do so and participated less in the meeting as a consequence.

*Conclusion:* Our results demonstrate that camera use is no longer related to impaired well-being in the post-pandemic work world. It could be, that people got used to online cameras, and are thus less negatively affected by them. Our results also show that people still prefer not to use their cameras when they are allowed to. However, closing the camera may come with a price of less active participation in the meeting. Thus, organizations should carefully consider their regulations regarding camera use in video meetings.

### P31

#### Trajectories of Afterwork Alcohol Use among Employees: An Examination of their Nature, Predictors, and Outcomes

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*Background:* Prior cross-sectional and variable-centred studies have shown that employees may drink alcohol after work as a maladaptive way to cope with job strain. Yet, alcohol use is far from static and instead constitutes a dynamic reality that may evolve depending on socio-contextual characteristics such as work experiences, differ from one individual to another, and have longitudinal effects. This study thus aimed to offer an improved dynamic person-centred comprehension of the nature of distinct trajectories of afterwork alcohol use observed among employees over the course of six months. It also examined how work experiences (i.e., job demands and resources, supervisors' need-related behaviours, and remote work) predicted afterwork alcohol use trajectories and how these trajectories were associated with employees' physical health (i.e., workplace hangover, sleep quality, and somatic symptoms) and work behaviours (i.e., job performance and work procrastination).

*Method:* A sample of 448 French employees (57.44% women; Mage = 38.03; 59.50% remote workers) completed a survey on three occasions, each separated by a two-month interval. This longitudinal survey included validated questionnaires assessing the average weekly frequency and quantity of afterwork alcohol use, and the above-mentioned predictors and outcomes.

*Results:* Longitudinal growth mixture analyses showed that employees' trajectories of afterwork alcohol use corresponded to four main profiles: Profile 1 (Heavy Afterwork Drinkers; 12.1% of the sample) exhibited very high levels of afterwork alcohol use, slightly increasing over time; Profile 2 (Light Afterwork Drinkers; 44.8%) displayed low and rather stable levels of afterwork alcohol use; Profile 3 (Moderate Afterwork Drinkers; 23.8%) exhibited moderate and stable levels of afterwork alcohol use; and Profile 4 (Non-Drinkers After Work; 19.3%) displayed no afterwork alcohol use across measurement times. Initial (but not change in) levels of social isolation predicted higher levels of alcohol use. Moreover, among remote workers only, an increase in supervisors' need-supportive behaviours predicted a decrease in afterwork alcohol use, while an increase in supervisors' need-thwarting behaviours predicted the opposite pattern. Higher initial levels of need-indifferent behaviours from supervisors increased the likelihood of membership in Profile 2 compared to Profile 4 among onsite workers, while remote workers displayed the opposite pattern. Turning our attention to the outcomes, membership in Profile 1 was generally associated with the most detrimental initial levels on most outcomes (i.e., highest workplace hangover, somatic symptoms, and work procrastination, as well as poorest sleep quality and job performance). Profile 1 also predicted a stronger increase in somatic symptoms over time compared with all other profiles, while membership in Profile 2 was associated with a greater increase in workplace hangover over time compared to Profiles 3 and 4.

*Conclusion:* This study makes a novel contribution by showing that afterwork alcohol use is a dynamic phenomenon, which evolves over time, and that these evolutions differ within distinct subgroups of employees. It further highlights the detrimental outcomes associated with some of these trajectories and underscores the importance of preventing social isolation, promoting job resources, and addressing supervisors' behaviours to prevent afterwork alcohol use, while shedding light on the protective role of remote work.

P32

### **A Dynamic Perspective on Employee Affective Reactivity to Positive and Negative Work Events: A Week-Level Study**

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*Background:* Research taking an event-oriented approach to study occupational well-being has gained traction in recent years. Despite several studies linking positive (e.g., receiving praise) and negative events (e.g., interpersonal conflict) to employee well-being and motivation, there is little research examining how positive and negative work events combine to shape aspects of employee well-being over longer time intervals (e.g., weeks). For instance, a positive event co-occurring or following a negative event or vice versa may neutralize or amplify the after-effects of the events. Thus, we adopt this dynamic perspective and study reactivity to work events over time (i.e. from one week to the next). Hereby, we are focusing on four aspects of affective well-being to capture the same week and delayed (next week) reactivity to work events. They are derived from the circumplex model of affect (low vs. high activation & positive vs. negative states) and include enthusiasm, serenity, anxiety, and fatigue.

*Method:* We draw on week-level data captured across 12 weeks with 358 self-reports nested in 59 employees from diverse industries. Participants provided self-reports on positive and negative work events, as well as affective states experienced during the current work week. We used a validated work event checklist and a 4-quadrant measure of affect. Applying multilevel modelling, we examined links between work events and affect within the same week and from one week ( $n$ ) to the next week ( $n+1$ ). Additionally, we examined whether positive and negative events moderated each other's associations with affect within the same week ( $n$ ) and across weeks (from  $n$  to  $n+1$ ).

*Results:* Within the same week, positive events linked positively to enthusiasm and serenity while negative events linked negatively to serenity and positively to anxiety. For lagged effects, a different pattern emerged. Positive events ( $n$ ) were negatively related to enthusiasm and serenity ( $n+1$ ) and positively related to anxiety ( $n+1$ ). Similarly, negative events ( $n$ ) were negatively associated with anxiety ( $n+1$ ). No effects were found for fatigue, neither within nor across weeks. No significant interaction effects emerged between positive and negative events, neither within the same week nor across weeks, except for serenity. Specifically, negative events ( $n$ ) moderated the association between positive events and serenity ( $n+1$ ), suggesting that prior negative events reduce the beneficial effect of positive events on serenity.

*Conclusion:* Our results suggest that a) affective reactivity to work events carries over across weeks, yet in a more complex pattern that suggests a contrast effect, b) work events do not link to fatigue in the short-term, c) for the most part, positive events did not buffer the impact of negative events over time, nor vice versa. While the study's small sample and retrospective nature of assessment limits generalizability, it provides a foundation for future work to validate and expand on these week-level effects.

Overall, our research contributes to occupational health psychology by employing an event-oriented perspective on occupational well-being, thereby extending the discussions on how momentary experiences translate to short-term affective dynamics and their carry-over effect.

**P33**

**Understanding Well-Being, Hindrance Factors and Needs of Healthcare Professionals During Critical Incidents: Implications for Workforce Sustainability.**

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*Background:* Worldwide there is a significant shortage of healthcare professionals (HCP's). The sustainable employability of healthcare professionals is often challenged by critical incidents. Examples of critical incidents are exposure to violence, patient death or dramatic changes in the work environment such as during a pandemic. These experiences can erode well-being and challenge workforce sustainability. Critical incidents in emergency and critical care are linked to fatigue, anxiety, PTSD, and turnover. While quantitative studies have identified risk factors, they do not explain how these challenges are experienced in practice. Therefore, this study explores how emergency and critical care professionals experience and sustain their well-being during critical incidents such as the COVID-19 pandemic, and which behavioural and environmental factors influence this process. Understanding these mechanisms is vital for developing effective occupational health strategies and ensuring the retention and resilience of the healthcare workforce.

*Method:* A qualitative study was conducted among nurses and HCP's working in the emergency and critical care in the Netherlands. Semi-structured interviews (n = 40) explored well-being and the behavioural and environmental factors influencing professionals' well-being during and after critical incidents. The COVID-19 pandemic is used as a case study of a critical incident. Interviews were audio-recorded, transcribed verbatim, and analyzed using thematic analysis.

*Results:* During COVID-19, nurses and HCPs experienced strains across all dimensions of well-being, including physical symptoms, mental fatigue, emotional distress, and challenges in private and work life. Alongside overload, moral dilemmas, and reduced care quality, some also reported growth and strengthened professional confidence. Behavioural factors included difficulties in self-care and balance between work and private life, struggles for dealing with moral distress and less awareness of own personal needs. Environmental factors centred on decreasing team cohesion, limited recognition, misaligned support mechanisms, and unclear or overwhelming communication. These organizational challenges left many professionals feeling undervalued and insufficiently supported during prolonged high-pressure situations. From these findings, six core occupational needs were identified: balance, meaning, collaboration, recognition, support, and clarity.

*Conclusion:* The study highlights the impact of critical incidents on well-being as well as key behavioural and environmental hindrance factors. Six core needs were identified. Three key lessons emerge from these findings:

By translating lived experiences into actionable needs, this study offers a framework for interventions that enhance both well-being and sustainable functioning of the healthcare workforce in high-stress environments.

**P34**

**How Does Well-Being Change After Graduation? The Role of Career Decidedness, Career Engagement, and Job Expectancy Match**

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*Background:* The transition from education to the labour market is both challenging and demanding, as this includes combining the end of their educational program and making decisions for their professional future at the same time. This, in turn, can have an impact on graduates' well-being. Consequently, it is crucial to examine the development of well-being during this transition. However, empirical research on this topic remains scarce. In this study, we examine the development of well-being after graduation in three steps. First, we investigate the average development of well-being during this period. We expect that well-being will initially increase following graduation in general, as most (yet not all) graduates will land a job or engage in continued studies shortly after graduation. Achieving their goals likely leads to increases in well-being, because this new situation provides graduates with autonomy, structure, additional competences, etc. This boost is expected to lead to a peak in well-being, which may gradually decline again, back to baseline levels, as they adapt to the new circumstances. Second, we examine predictors of this non-linear development of well-being before actually making the transition. During this transitional period, it is crucial that graduates make a career decision and actively engage with it in order to meet the deadline for finding their first job. Engaging in one's career and hence career goals tends to generate positive emotions, and the ability to achieve those goals plays a role in shaping well-being. Therefore, we expect variations in well-being depending on graduates' levels of career decidedness and career engagement. We propose that graduates with high scores on career decidedness and career engagement tend to show higher levels of well-being, and perhaps even show a stronger increase upon adapting to the new situation, than graduates who score lower on (one of) both dimensions. Third, we examine whether the development of well-being differs depending on whether graduates achieved their goal. That is, whether they perceive their current job situation as matching their initial expectations. We hypothesise that graduates whose jobs align with their expectations will maintain higher levels of well-being for a longer period compared to those whose expectations are not met. By addressing these questions, this study aims to offer a more nuanced understanding of how well-being develops during the transition from higher education to the labour market.

*Method:* We study the development of well-being in the transition from higher education to the labour market in a longitudinal three-wave design. The study spanned the period from the moment of graduation until about ten months later. The final sample consists of 652 graduates. As we aim to investigate non-linear changes in well-being, we rely on latent change score analyses. This allows us to capture dual change (i.e., a combination of constant change and proportional change) in well-being. Afterwards, career decidedness and career engagement (and their interaction) are added as predictors of the changes. Finally, relying on the subsample of graduates who found employment, match with job expectations is added as predictor of changes.

*Results and conclusion:* The data collection has been finalized, and the analyses will be finalized by January 2026.

**P35**

**Building Mental-Health Resilience in Law: How Work Conditions and Gender Shape the Development of Transversal Competencies**

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*Background:* Legal professionals face some of the highest rates of psychological distress among knowledge workers. In Canada, 55.9% of lawyers report experiencing burnout, with rates rising to 67.4% among women under the age of 40. The ability to psychologically detach from work, recognized as a transversal competency, is essential for adequate recovery, plays a key role in preventing burnout, and functions as a personal resource that supports adaptive coping and promotes sustainable mental health. However, the legal profession is marked by long working hours, high emotional demands, client-related pressure and a performance-oriented culture that often undermines recovery and well-being. Despite growing awareness of these challenges, interventions targeting working conditions remain limited. Research in occupational health psychology shows that constraints such as emotional demands, excessive workload, and performance pressure significantly hinder recovery and increase the risk of burnout. At the same time, gender-related dynamics within legal workplaces suggest that women may experience these constraints differently from their male colleagues. Yet, little is known about how specific work constraints within the legal sector relate directly to psychological detachment and burnout, or whether these relationships vary by gender. Two specific objectives guide the study: (1) to identify which constraints in legal workplaces are associated to psychological detachment and burnout; and (2) to determine whether these relationships differ for women.

*Method:* Using secondary data collected through a self-reported questionnaire by Cadieux et al. (2022) and following the exclusion of missing data, the final sample includes  $n = 1462$  Canadian lawyers including 53.5% of women. The average age is 41.14 years old. The model was tested using structural equation modelling with SmartPLS 4 software (Hair et al., 2021). Following an evaluation of the measurement model (outer loading, construct reliability and validity, AVE and discriminant validity), a Bootstrap procedure with a resampling of 5,000 samples was conducted in SMART-PLS 4 to evaluate the structural model and validating the model hypothesis.

*Results:* The results indicate that emotional demands, quantitative overload, and performance pressure are significantly associated with professionals' ability to detach from their work outside office hours, while also being strongly associated with burnout. The findings further show that the relationship between performance pressure and psychological detachment is moderated by sex, with women experiencing a stronger association between these two factors.

*Conclusion:* These results highlight the moderating role of sex in understanding how the constraints faced by lawyers affect their capacity to psychologically detach from their work after office hours, thereby supporting healthy recovery periods and helping prevent burnout. In particular, they underscore the importance of better supporting women in managing the pressure associated with performance expectations within Canadian legal work environments.

### P36

## Red Flags at Work: A Scoping Review Protocol on Determinants and Risk Factors of Psychosocial Unsafety in Organizations

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*Background:* These days, workplaces are concerned with becoming 'safe places', extending the notion of safety beyond physical hazards (Savella & Ellemers, 2024). While research has largely focused on psychosocial safety, less attention has been given to psychosocial unsafety (PSU). Focusing on unsafety highlights not only what promotes safety but also what prevents negative experiences – factors that are not necessarily the same. PSU includes experiences such as bullying, incivility, harassment, ostracism, and gossip, encompassing employees' perceptions of an unsafe environment and the enactment of harmful behaviours by others (e.g., colleagues, supervisors, external parties). Although systematic reviews exist for specific subdomains (e.g., bullying; Nielsen et al., 2024), these primarily examine outcomes rather than determinants or risk factors. Consequently, theoretical fragmentation persists, and knowledge about shared antecedents across forms of unsafety remains limited. Unsafe behaviours rarely occur in isolation: gossip may escalate into exclusion, while perceived unsafety can fuel further disruptive behaviours (Rospenda et al., 2008; Verschueren et al., 2023). Understanding these interconnections requires an integrative perspective that identifies unique and cross-cutting determinants – crucial for developing preventive strategies targeting multiple manifestations of unsafety. This review synthesizes empirical evidence on the determinants and risk factors of PSU at the individual, team, managerial, and organizational levels. Specifically, it aims to (1) identify factors that are shared versus unique across different PSU forms, (2) distinguish determinants shaping the experience versus enactment of PSU, and (3) summarize methodological approaches to inform future research and practice.

*Method:* Following JBI guidelines (Peters et al., 2020), an electronic database search was conducted on 27 October 2025 in Web of Science, PsycInfo, Business Source Premier, and PubMed, combining terms for psychosocial (un)safety, determinants, and risk factors, limited to English-language, empirical studies published since 1999 in organizational settings. Eligible studies include quantitative, qualitative, and mixed-method designs examining determinants or risk factors of PSU. Laboratory and student samples were excluded for ecological validity. Conceptual papers and reviews were retrieved for cross-checking but excluded from the synthesis. Screening and data extraction follow systematic procedures: two reviewers screened a subset of records, and the first author reviewed the remainder.

*Results:* The search yielded 10,778 records, reduced to 7,401 after deduplication. Preliminary findings show conceptual diversity across PSU subdomains, with overlapping determinants mainly at the individual level (e.g., personality traits, leadership behaviours), followed by work-related/interpersonal (e.g., workload, team climate) and organizational levels (e.g., justice perceptions, HR practices). Several studies also suggest reciprocal links between perceived unsafety and enacted behaviours, indicating cyclical processes sustaining unsafe dynamics. The final synthesis will classify determinants by level (individual, interpersonal, organizational) and modifiability to identify key prevention targets. Title and abstract screening are ongoing; full-text screening and data extraction will begin in early 2026.

*Conclusion:* Integrating evidence across subdomains, this review will provide a comprehensive map of determinants and risk factors of psychosocial unsafety at work. The synthesis will clarify influential antecedents, reveal conceptual overlaps and research gaps, and highlight leverage points for prevention. Final results are expected by May 2026 and will be presented at the conference.

**P37**

**Validation of the Work-Related Criticalities Questionnaire: a Multidimensional Tool for Assessing Workplace Adversities**

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*Background:* Work-related stress represents a major occupational health concern, yet existing assessment tools often fail to capture country-specific cultural and organizational characteristics. Many widely used instruments, such as the NAQ-R, focus mainly on clear and direct negative behaviours and were developed in different national contexts, limiting their applicability in settings like Italy, where organizational dysfunctions and workplace pressures may take different forms. To address this gap, the present study introduces and validates the Work-Related Criticalities Questionnaire (WRCQ), a concise multidimensional measure designed to assess interpersonal and organizational adversities contributing to work-related stress.

*Method:* The study involved 317 workers referred to the Occupational Stress and Harassment Center in Milan (Italy) between 2021 and 2025. Participants underwent a comprehensive clinical and psychological evaluation and completed the newly developed WRCQ (39 items, five dimensions: interpersonal hostility, interpersonal conflict, organizational dysfunctions, professional devaluation, and organizational constraints). Additional measures included the SCL-90-R to assess psychological symptoms, the STAXI to measure anger expression, and the NAQ-R for convergent validity in a subsample. Internal consistency was evaluated using Cronbach's alpha. Construct validity was examined through correlations with psychological outcomes and anger indices. Convergent validity was assessed via correlations with the NAQ-R. A confirmatory factor analysis (CFA) tested both a five-factor correlated model and a second-order model including a general criticality factor.

*Results:* The WRCQ demonstrated excellent internal consistency ( $\alpha = 0.91$ ). Subscales showed good reliability ( $>0.70$ ), except for organizational dysfunctions ( $\alpha = 0.63$ ). Convergent validity was strong, with a high correlation between WRCQ and NAQ-R total scores ( $r = 0.72$ ,  $p < 0.001$ ). WRCQ scores were significantly associated with multiple psychological symptoms on the SCL-90-R, particularly depression ( $r = 0.37$ ), anxiety ( $r = 0.40$ ), somatization ( $r = 0.39$ ), and paranoid ideation ( $r = 0.44$ ). Significant associations were also observed with state anger ( $r = 0.18$ ) and anger control ( $r = 0.17$ ). CFA supported the proposed structure, with the second-order model (CFI = 0.956, RMSEA = 0.053) showing good fit.

*Conclusion:* The WRCQ is a reliable and valid instrument for assessing workplace adversities in the Italian occupational context. Its multidimensional structure captures a broad range of interpersonal and organizational stressors, including factors underrepresented in traditional scales. The strong associations with psychological distress underscore its clinical relevance and potential utility as a rapid screening tool in occupational health surveillance. While promising, further research in general working populations and longitudinal designs is warranted to establish generalizability and predictive validity.

P38

**Nurses' Perceptions of the Factors that May Influence their Participation in a Psychosocial Risk Management in Quebec: A Feasibility Study**

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*Background:* Work-related Psychosocial risk (WRPFs) can contribute to the development of mental health problems such as burnout. As a result, an increasing number of countries are adopting legislation requiring organizations to identify and address WRPFs. Based on the psychosocial risk management framework (PRIMA), some of these legislative approaches emphasize the importance of collaboration between employees, managers, and senior management in identifying and correcting WRPFs. This approach could benefit to the healthcare sector, where exposure to WRPFs and rates of mental health problems such as burnout are elevated. However, its effectiveness in reducing exposure to WRPFs and rates of mental health problems is not consistently supported by evaluative research. Implementation issues may play a role, as some studies show that factors such as high workload and lack of resources can hinder sustained participation of workers. Conversely, facilitators of participation are less well documented, despite their importance for future WRPFs management approaches. Thus, this study aimed to identify the factors that, according to nurses, could facilitate or obstruct their potential participation in such initiatives.

*Method:* A qualitative study was conducted to examine perceptions of facilitators and obstacles to participation among 17 Quebec nurses, including three focus groups with nurses (n = 12) and one with nurse managers (n = 5). Each discussion, lasting approximately one hour, was held online and followed a semi-structured guide organized around two core questions: (1) What conditions would encourage you to maintain your involvement throughout a participatory intervention in your unit? and (2) What would make participation difficult or discourage you from getting involved?

*Results:* The sample consisted of 88 % women with professional experience ranging from 2 to 33 years (M = 15 years), representing diverse clinical settings (e.g., rehabilitation, surgery, intensive care, geriatrics, and operating rooms). Most participants (53 %) worked in the Greater Montreal area. Verbatim transcripts were analyzed using thematic analysis, which identified recurring themes related to facilitators and obstacles to participation. Three major facilitators emerged: 1. The format and structure of the intervention (e.g., representative group composition, based on fieldwork); 2. The conditions for participation (e.g., protected time, voluntary participation); 3. A positive relational climate (e.g., high level of trust in the management, active listening). Three obstacles were reported: 1. The workload associated with participation; 2. The lack of trust (e.g., concerns about confidentiality, uncertainty about management responsiveness); 3. Macro-level contextual factors (e.g., structural reforms within Quebec healthcare system, persistent organizational constraints).

*Conclusion:* This feasibility study shows that Quebec nurses' potential participation in psychosocial risk management is influenced by interrelated factors operating at multiple levels: the macro level, which reflects the broader societal and systemic context; the meso level, which concerns organizational conditions; and the micro level, which relates to interpersonal and team dynamics.

### **P39**

#### **Latent Profile Analysis of Humour Styles: Beneficial Humour Profiles for Resilience and Mental Health**

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*Background:* Humour is an effective way to approach stressful situations with a lighter and more playful attitude, which helps employees to cope. In this way, humour in the workplace promotes employees' mental health. This influence has been demonstrated for both a general sense of humour and positive humour styles, such as affiliative and self-enhancing humour. Conversely, negative humour styles, such as aggressive and self-defeating humour, are often reported to be detrimental to well-being. However, the specific effects of these negative humour styles are unclear, and the composition of positive and negative humour styles seems to be important. To date, only three studies have examined specific combinations of humour styles. However, these studies have identified different humour profiles that have yet to be linked to work-related outcomes.

*Method:* We conducted a web-based survey with 489 participants. Using the short work-related Humour Styles Questionnaire, we assessed four humour styles: affiliative, self-enhancing, aggressive, and self-defeating. A confirmatory factor analysis confirmed the factorial structure, providing a solid basis for latent profile analysis. Using these styles as indicator variables, we performed a latent profile analysis to identify groups of individuals exhibiting similar patterns across the four humour styles. Finally, we related the identified humour profiles to three work-related indicators of mental health: resilience, emotional exhaustion, and work engagement.

*Results:* We performed several latent profile analyses with one to five humour classes and found that the three-group solution provided the best fit. We characterized these humour profiles as positive humour enhancers, negative humour enhancers, and humour deniers. Regarding work-related outcomes, positive humour enhancers were associated with higher levels of resilience and work engagement, as well as lower levels of emotional exhaustion. In comparison, negative humour enhancers and humour deniers did not differ; both groups exhibited lower levels of resilience and work engagement and higher levels of emotional exhaustion.

*Conclusion:* This study makes two contributions to the research of humour in the workplace. First, we identified three latent classes of humour, thereby refining the distinction between four humour styles across two dimensions: self-related versus other-related and positive versus negative. Specifically, our findings suggest that the distinction between humour styles is primarily related to whether humour is positive or negative, regardless of whether it is self-related or other-related. Second, the identified humour classes were consistently associated with various work-related outcomes, such as resilience and emotional exhaustion. These results demonstrate the relevance of distinct humour classes for mental health and suggest potential targets for interventions.

### **P40**

#### **Understanding Teacher Burnout: The Role of Job Demands, Job Resources, Perceived Work Ability, and Work-Life Balance**

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*Background:* Teacher burnout represents a major occupational health concern with serious implications for teacher well-being, instructional quality, and retention. The job demands-resources (JD-R) model conceptualizes burnout as the result of a chronic imbalance between

high job demands, which drain energy and lead to strain, and insufficient job or personal resources, which could otherwise protect individuals from stress and foster motivation. In teaching, excessive quantitative, cognitive, and emotional demands have been consistently linked to exhaustion and disengagement, while job resources such as autonomy, supervisor support, and coworker support act as protective factors that enhance motivation and resilience. Work-life imbalance further exacerbates exhaustion by reducing opportunities for recovery, particularly among teachers balancing professional and family roles. However, previous research has predominantly focused on work-related antecedents of teacher burnout, while neglecting the influence of non-work factors such as work-life balance. Addressing both work-related and non-work-related factors is therefore crucial for a more comprehensive understanding of how multiple domains interact to predict burnout and inform effective preventive measures. The contribution of our research lies in its holistic approach, investigating the effects of job demands (quantitative, cognitive, emotional), job resources (autonomy, supervisor and coworker support), personal resources (perceived work ability), and non-work domain factors (work-life balance) on teacher burnout and the interrelationships among them.

*Method:* A two-wave study was conducted among Czech primary and lower secondary school teachers. In the first wave (T1), data were collected from 853 teachers (86.1% female,  $M = 45.9$ ,  $SD = 10.8$ ) across 44 schools, with 481 teachers participating again one year later (T2). Participants completed instruments assessing burnout (Shirom–Melamed Burnout Questionnaire); job demands (quantitative, cognitive, and emotional), job resources (autonomy, supervisor support, and coworker support), and work-life balance (Copenhagen Psychosocial Questionnaire); and personal resources in the form of perceived work ability (Teacher Work Ability Scale). Data were analyzed primarily using structural equation modelling (SEM) and additionally Bayesian cross-lagged panel modelling (CLPM) to examine the predictive roles of job demands, job resources, personal resources, and work-life balance in burnout while controlling for demographic variables.

*Results:* The findings supported the health impairment process proposed by the JD-R model. Burnout was most strongly predicted by job demands, with quantitative and emotional job demands showing the most pronounced positive effects. Among job resources, coworker support emerged as the only significant protective factor, suggesting that collegial relationships play a critical role in mitigating stress. In contrast, supervisor support and autonomy showed no significant associations with burnout. A paradoxical finding emerged for perceived work ability: teachers with a strong initial perception of their capacity to meet job demands reported higher burnout one year later. However, post hoc analyses revealed only one association between the facets of work ability and burnout—higher perceived work ability in teaching organization was linked to greater physical exhaustion. Work-life conflict also significantly contributed to burnout, indicating that difficulties in maintaining balance between work and personal life intensified strain and that non-work experiences may spill over into the professional domain. These findings emphasize the interconnectedness of work-related and non-work-related antecedents in shaping teachers' occupational well-being.

*Conclusion:* This study provides empirical evidence for the JD-R model in the teaching context, showing that teacher burnout primarily results from excessive quantitative and emotional job demands, insufficient coworker support, and work-life conflict. The unexpected finding regarding perceived work ability suggests that high initial self-perceived capacity may lead teachers to overexert themselves, increasing vulnerability to later exhaustion. At the conference, additional analyses will be presented, including indirect effects among the model's variables and burnout, as well as further insights into associations with specific burnout facets. The presentation will also discuss practical implications and strategies for the prevention of teacher burnout.

## P41

### Hindrances to Challenges: How Burnout Links Quantitative, Emotional, and Cognitive Demands to Turnover Intention

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**Background:** Retaining employees in tight labour markets requires understanding how specific job demands translate into turnover intentions. Drawing on the Job Demands–Resources (JD-R) framework and the challenge–hindrance perspective, we examined whether three forms of overload—quantitative (time/volume), emotional, and cognitive—relate to turnover intention directly and indirectly via burnout. We theorised that quantitative and emotional demands would function as hindrances that elevate burnout, whereas cognitive demands would operate as a challenge that may buffer burnout.

**Method:** We conducted a cross-sectional online survey of 273 employed adults in Québec (66% women; Mage = 39.95, SD = 13.36) working across sectors and modalities (on-site, remote, hybrid). Validated French-language scales assessed quantitative, emotional and cognitive demands (12 items), burnout (Maslach Burnout Inventory–General Survey; 16 items), and turnover intention (5 items). We tested three simple mediation models using 10,000-sample bootstrapping with 95% confidence intervals.

**Results:** Preliminary analyses showed acceptable psychometrics ( $\alpha = .72-.86$ ) and expected assumptions. Quantitative demands correlated positively with burnout ( $r = .41, p < .001$ ) and turnover intention ( $r = .23, p < .001$ ). Emotional demands correlated with burnout ( $r = .27, p < .001$ ), but not turnover intention. Cognitive demands showed near-zero bivariate links with burnout and turnover intention. In mediation models, burnout was a significant mediator for all three demand types. For quantitative demands, the direct path to turnover intention was non-significant ( $\beta = -.052, SE = .051, p = .308$ ), but the indirect path via burnout was positive and significant ( $\beta = .274, SE = .048, p < .05$ ). For emotional demands, the direct path was negative ( $\beta = -.113, SE = .048, p < .05$ ), yet the indirect path via burnout was positive and significant ( $\beta = .120, SE = .048, p < .05$ ). For cognitive demands, the path to burnout was negative ( $\beta = -.169, SE = .062, p < .01$ ); accordingly, the indirect effect on turnover intention via burnout was negative ( $\beta = -.112, SE = .045, p < .05$ ), with a non-significant direct effect ( $\beta = -.037, SE = .047, p = .440$ ).

**Conclusion:** Burnout is a central mechanism linking specific demands to turnover intentions. Quantitative and emotional demands primarily operate through burnout to elevate leaving intentions (hindrance-like effects), while cognitively demanding work appears to protect against burnout and, in turn, lower turnover intentions (challenge-like effect). Practically, organizations seeking to reduce turnover should (a) rebalance workload/time pressure and provide staffing/time control, and (b) contain emotional load through supervisor support and emotion-regulation resources, while (c) preserving cognitively rich, absorbing tasks with adequate autonomy and feedback. The study contributes by simultaneously distinguishing three overload forms within a general, multisector sample and by showing that cognitive demands can be beneficial for retention when resources are adequate.

## P42

### **Key Antecedents of Burnout Among Nurses: Relative Weight Analysis**

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*Background:* Although nurses occupy a vital position within the healthcare sector (WHO, 2025), they also report the highest levels of work-related stress among all professions. Excessive workloads, emotional demands, restricted job autonomy and inadequate leadership contribute to strain and burnout, eventually impairing health and performance (Giorgi et al., 2017). While job characteristics are undoubtedly the main antecedents of nurses' well-being, earlier studies have investigated either the separate or joint influence of job demands and resources on burnout. Nonetheless, there is limited understanding of their comparative significance in accounting for burnout. To date, only one study (Kohnen et al., 2025) has examined the relative weight of job demands on burnout among nurses. However, this study has focused on the role of general demands and resources, such as workload, emotional demands, and role clarity, while disregarding the specific job demands and resources, including satisfaction with the physical environment, adequacy of pay, and task variety, that have proven to be important for nurses' well-being (e.g. Wang et al., 2015). Following the JD-R theory, which is flexible and allows for the integration of a wide variety of job characteristics (Bakker et al., 2023), we aimed to address the existing research gap by investigating the relative significance of job demands and resources in relation to nurse burnout.

*Method:* A representative sample of 2,459 nurses participated in the study by completing a questionnaire that measured over twenty demands and resources. The majority of respondents (98.8%) were female. The mean age of the participants was 48.37 years (SD = 12.21). A significant proportion of the nurses (93.6%) were employed in the public sector, with a mean tenure of 24.60 years (SD = 13.97). Among the respondents, 1,754 nurses (71.4%) were affiliated with major city healthcare institutions, 507 nurses (20.6%) worked in district area healthcare institutions, and 196 nurses (8%) were employed in small cities or rural healthcare institutions. Relative weight analysis was employed to analyze the data.

*Results:* We identified thirteen demands and resources that contributed to either higher or lower burnout. The most important predictors of burnout were role conflict (20.52%), conflicts (15%), emotional demands (12.06%), and workload (10.12%). The relative weights of adequacy of staff, being valued by clients, the relationships between nurses and doctors, satisfaction with the physical environment, support from colleagues, skill use, adequacy of pay, task variety, and cognitive demands varied between 0.71% and 8.13%.

*Conclusion:* This study contributes to the existing body of research on Job Demands-Resources theory by examining the relative significance of specific job demands and resources in relation to burnout among nurses. The findings of this study can help hospitals and policymakers develop and implement effective practices and policies to enhance the well-being of nursing staff.

## P43

### **Burnout is not Baked in: Short Versions of the Burnout Assessment Tool (BAT) for Capturing Dynamics in Burnout**

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*Background:* Burnout has originally been conceptualized as a stable or chronic construct. But recent findings suggest that burnout does fluctuate, and that within-person variation could account for a large proportion of the overall variance in burnout symptoms. Reliably measuring

burnout levels and dynamics could be of great importance for expanding our theoretical understanding of the construct and for the application of interventions. Yet there is a lack of readily available, psychometrically validated instruments for use in experience sampling and daily diary studies. We therefore developed short versions of the Burnout Assessment Tool (BAT) for daily (BAT-D) and momentary (BAT-M) assessment, that each measure four core dimensions of burnout: exhaustion, mental distance, cognitive impairment, and emotional impairment.

*Method:* To balance psychometric quality with participant burden, a set of items was reduced by applying an Ant Colony Optimization (ACO) Algorithm on data from a two-week ESM study with 129 German-speaking, full-time working employees who completed 3,099 surveys in total. With the goal to maximize multiple optimization criteria simultaneously (model fit, ICC, and correlation with trait burnout), the algorithm was restricted to selecting two items per core dimension, yielding a total of eight items for the BAT-M and BAT-D scales, respectively. We investigated the nomological validity of both scales and measurement invariance for BAT-M using latent Markov factor analysis.

*Results:* Results showed excellent model fit (BAT-M: CFI = .996, RMSEA = .04; BAT-D: CFI = .995, RMSEA = .04). ICCs were .63 and .60, and the correlation with trait burnout was .82 and .76 for BAT-M and BAT-D, respectively. Both scales correlated significantly with job demands (time pressure and interpersonal stressors) and stress, suggesting nomological validity. Latent Markov factor analysis for BAT-M revealed two underlying measurement models, implying partial measurement invariance.

*Conclusion:* Using advanced techniques for item selection and psychometric evaluation, we provide shortened versions of the well-validated BAT to assess burnout in daily life. These could help researchers get a clearer picture of the dynamics of burnout symptoms, potentially deepening our theoretical understanding and informing interventions.

#### **P44**

#### **Examination of Decent and Meaningful Work Profiles: Associations with Burnout and Turnover Intention**

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*Background:* Decent work is a fundamental right (Blustein et al., 2019) and is seen as the basic work conditions that anyone should have (Blustein et al., 2023). Rather than focusing only on decent working conditions, the Psychology of Working Theory (Duffy et al., 2016) seeks to understand the relationship between decent work and meaningful work (Blustein et al., 2023). Previous studies were interested in profiles of decent work and meaningful work (e.g., Duffy et al., 2024; authors, 2025) or in configurations of decent work leading to meaningful work (authors, 2025) but have not considered their implications for workers' health. Our work aims to identify profiles of decent and meaningful work experiences and the differences in burnout and turnover intention associated with them.

*Method:* An online survey was conducted via social media (LinkedIn and Facebook) and email invitations among French workers (N = 765). The French version of the Decent Work Scale (Vignoli et al., 2021), the Work and Meaning Inventory (Steger et al., 2012), the French version of the Burnout Measure Short Version (Lourel et al., 2007) and three items of Dwivedi's (2015) Turnover Intention Scale were used. All English-language scales were translated into French in accordance with Brislin's (1970) recommendations. Latent Profile Analysis was used to study the profiles of workers based on decent work and meaningful work, and BCH was used to study the differences in burnout, turnover intention and socio-demographics among the profiles.

*Results:* Our analysis shows that four distinct profiles have emerged, characterized by differing levels of burnout, intention to leave, sex, age, tenure, contract, sector activity and degree. Unlike previous decent work profiles, our findings show a homogeneous pattern of decent work across the profiles (exception for one profile), rather than a continuum of precarious work to decent work (e.g., Blustein et al., 2020; Kim et al., 2021). Furthermore, our findings partly illustrate the proposition of Blustein et al. (2023) with different interplay of decent work and meaningful work.

*Conclusion:* The findings highlight the interplay between decent and meaningful work, as hypothesized by Blustein et al. (2023) and its impact on burnout and turnover intention. Further research is needed to understand the impact of precarious work on meaningful work and burnout. Additionally, the cross-sectional nature of our study should be addressed through research with a new sample.

#### **P45**

#### **Adapting the Digital Burnout Scale for the Portuguese Context: Towards Culturally Sensitive Assessment of Digital Strain**

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*Background:* Burnout, commonly defined as a state of emotional exhaustion, depersonalization or cynicism, and a diminished sense of personal accomplishment, has received growing attention in the field of Organizational Psychology. While much of the existing research has concentrated on traditional in-person workplace settings, emerging studies shed light on a new aspect: digital burnout. The widespread and often intrusive presence of digital devices, the significant increase in screen time, and a constantly connected environment present new challenges to individual well-being. To address this evolving issue, Erten and Özdemiş (2020) developed a specific scale to measure burnout related to digital devices and environments: the Digital Burnout Scale. Despite the growing importance of digitalization in Portugal's professional, educational, and personal settings, no tools are currently available to measure this specific aspect of burnout. This limitation hinders comparative studies and the development of targeted interventions aimed at addressing digital burnout. Therefore, this study seeks to adapt a scale for measuring digital burnout to the Portuguese context, thereby contributing to theoretical advancement and practical assessment of digital burnout among the Portuguese population.

*Method:* The ongoing study employs a classical methodology for cross-cultural adaptation of psychological instruments, consisting of three main phases: The first is Translation and Back-Translation: The original version of the scale created by Erten and Özdemiş (2020), which comprises 24 items divided into three subscales, "digital aging," "digital deprivation," and "emotional exhaustion", will be translated and then back-translated. The second is Pilot Testing: A preliminary examination of the factorial structure, internal reliability, and item analysis (including variability, skewness, and kurtosis) will be conducted on a sample of Portuguese adults (sample size to be determined). The third is Large-Scale Administration: This phase will involve a broader sample (sample size to be defined) to analyze construct validity through confirmatory factor analysis. Additionally, sociodemographic and digital usage data (such as daily usage hours, types of devices, and usage contexts) will be collected to analyze factors associated with digital burnout.

*Results:* As this is still a work in progress, conclusive results are unavailable.

*Conclusion:* Conclusions will depend on upcoming results, but the adaptation is expected to provide a rigorous and culturally appropriate tool for assessing digital burnout in Portugal. It aims to promote cross-cultural and international research in this emerging field and to support practices that identify, monitor, and address digital burnout. As digital technologies play an increasingly significant role in work, education, and daily life, assessing digital burnout becomes increasingly crucial for promoting mental health.

#### **P46**

### **Examining the Effectiveness of VR Cognitive-Based Mindfulness Training on Cognition, Job Stress, and Job Performance**

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This study presents a novel mindfulness intervention delivered through Virtual Reality (VR), designed to investigate its effects on cognitive functioning, specifically attention and visual working memory (VWM), as well as job performance and job stress. Existing research demonstrates that stress impairs attentional processes, which in turn undermines job performance, productivity, and overall quality of life, often with lasting implications for employee well-being. Enhancing attention and working memory is therefore essential for promoting both mental health and occupational effectiveness. Given the significant role of attention in workplace functioning, there is a critical need for effective and engaging interventions that enhance cognitive abilities. Mindfulness-based approaches offer considerable promise; however, evidence on their direct impact on cognitive processes and subsequent job outcomes remains limited.

To address this gap, the present research integrated immersive VR technology with mindfulness training, leveraging VR's capacity to increase engagement and presence to enhance the efficacy of the intervention. Employing a controlled experimental design, the study assessed attention, VWM, stress, and job performance before and after the intervention, as well as a follow-up assessment conducted three months later. Outcome measures included computerised cognitive tasks, self-report questionnaires, and physiological measures (e.g., heart rate variability). Mixed-design ANOVAs will be performed among the variables of interest, including attention, VWM, job stress, and job performance. The findings are expected to reveal that a cognitive-based mindfulness intervention will improve attention and VWM in the experimental group, leading to enhanced job performance and reduced stress levels compared to the control group.

This research contributes to a deeper understanding of the interplay between mindfulness, cognition, stress, and performance. By integrating VR into mindfulness practice, the study offers new insights into innovative, technology-enhanced approaches for workplace well-being. The findings are expected to advance theoretical knowledge of the cognitive and physiological mechanisms underlying mindfulness, while also informing the development of scalable, engaging interventions to promote employee health and productivity across diverse organizational contexts.

#### **P47**

### **Promoting Worker Well-Being by Designing-In the Right Physical Environmental Features**

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*Background:* Threats to worker well-being remain high across organizations and countries (Gallup, 2023). Organizational scientists have typically operationalized intrinsic motivation, focusing on the behaviours of, and policies implemented by management, largely neglecting

the role of the physical environment in support of worker well-being. However, healthy workplaces can promote well-being by providing both behavioural and physical environments that meet important worker needs (Maslach & Banks, 2017). What limits worker well-being? Top executives consider well-being a personal matter and do not prioritize it (Wolf, 2020). Facilities management personnel responsible for workspace design and operation are motivated by architectural trends and cost. Consequently, these factors still drive design decisions. What can we do to encourage worker input into high-quality, well-being-enhancing workplace design? Worker participation in design efforts can result in higher well-being and productivity, which could prompt leaders to prioritize healthy workplaces. To facilitate this change, we developed and implemented a collaborative process that enabled designers and architects to incorporate occupant needs and expectations early in the design of a new building.

*Method:* Designers and architects aim to understand the customer's (building owner's) goals, budget, and personal preferences for new buildings. Occupants' needs and expectations are typically sought too late or are absent. Our approach corrected this gap. We gathered employee-centric data that could be incorporated into design decisions early in building development. The data gathering technique was an extension of job analysis processes applied by industrial-organizational psychologists. We applied it to a new university building development process. We spoke with future occupants, collecting detailed information regarding their work activities and physical environmental features and working conditions they required for work effectiveness and need satisfaction. We used several methods: discussions, picture books, and detailed surveys. We differentiated the responses by employee category (e.g., faculty vs. staff). Among our goals were to identify: (1) key features of the physical building that would reflect its importance to the occupants and public; (2) critical activities that would have to take place; (3) how occupants would relate to other campus entities; and (4) what the campus and outside constituents would say about the academic unit. At the core of our method was the aim of identifying what the occupants wanted to experience—a critical component of employee well-being.

*Results:* We briefly describe example data in this abstract: the percentages of faculty and staff who reported design-relevant work activities and workspace qualities required to engage effectively in high concentration work (94%), completing tasks through focused work (94%), writing/creating documents (94%), and cultivating relationships (94%). These data led to specific design requirements for office and meeting spaces.

*Conclusion:* Our aim with this presentation is to describe our method so that our colleagues can learn how to improve worker well-being by collaborating with architects and designers in designing workplaces using our methodology. We suggest that this novel approach to gathering occupant needs and expectations substantially enhances the products of designers and architects and enables workplaces to be healthier, safer, and more productive and more likely to promote well-being.

## **P48**

### **Exploring Inequalities in Worker Health and Well-being Under Future-of-Work Policies: Developing a Dynamic Framework for Agent-Based Modelling**

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*Background:* Future-of-work policies, such as remote work and flexible hours, have been promoted to improve employee time autonomy and health. However, not all workers benefit equally. White-collar workers often have greater access to these options, whilst blue-collar workers face limited opportunities. Although evidence on the impacts of these alternative work

arrangements is growing, the mechanisms through which these policies contribute to health inequalities remain unclear. Traditional evaluations often overlook how workers, organizations, and policies interact and adapt over time. Agent-based modelling (ABM) (i.e., an advanced computer simulation method) offers a way to capture these complex and adaptive interactions. It can simulate how micro-level decisions and behaviours (e.g., by workers and organizations) produce macro-level outcomes over time (e.g., burnout rates, absenteeism). This study aims to develop a dynamic conceptual framework that represents how workers and organizations make decisions and behave in response to future-of-work policies. This framework will guide the development of an ABM to explore the short- and long-term population-level impacts of future-of-work policies on worker health and well-being outcomes (including stress, burnout, work-life balance, absenteeism, and presenteeism).

*Method:* The conceptual framework will be developed in four steps: (1) preliminary draft, (2) realist review, (3) expert consultation, and (4) finalisation. These steps align with recommended approaches for developing ABM frameworks. The framework will integrate theories and empirical evidence from literature reviews and expert input. Theoretical foundations will include the Personal Resource Allocation framework, Conservation of Resources Theory, Job Demands-Resources Model, and Effort-Recovery Model. Empirical evidence will be drawn from synthesis studies (e.g., meta-analysis and systematic reviews) and high-quality empirical research. Together, these inputs will define the relationships between model components and how they influence each other over time.

*Results:* The preliminary model positions time resources and demands as central mechanisms linking work arrangements to worker health and well-being. Time resources (e.g., sleep, leisure) and demands (e.g., work hours, commute) change over time depending on the type of work arrangements available, occupational sector, and individual attributes such as age and gender. Organizational practices and worker health and well-being evolve dynamically, forming adaptive feedback loops that are central to the framework. Detrimental loops may occur when, for example, higher absenteeism amongst blue-collar workers leads organizations to maintain fixed schedules. This can further exacerbate absenteeism and reduce time resources, contributing to poorer health and well-being. Positive loops may emerge as flexible arrangements increase time resources, reduce absenteeism, and encourage wider uptake of supportive policies.

*Conclusion:* The final conceptual framework will inform the design of our ABM exploring inequalities in worker health and well-being in the context of future-of-work policies. It will also guide data collection and analysis for future investigations of the impact of alternative work arrangements on inequalities in worker health and well-being.

## **P49**

### **Exploring the Impact of Remote Working on LGBTQ+ Psychological Well-being at Work**

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*Background:* Remote work during the Covid-19 pandemic reported mixed impacts on well-being, with variation according to individual characteristics and differences. Research indicates that minoritised groups, such as LGBTQ+ people, may experience the post-pandemic 'new normal' remote work in different ways, with specific impacts on well-being. This study aimed to explore the impact of remote working on LGBTQ+ employees' well-being, to understand how to improve support for LGBTQ+ employees, and to explore non-LGBTQ+ employees' perspectives on improving support for LGBTQ+ well-being. This was examined in the context of Minority Stress, Psychological Safety, and Queer Theory.

*Method:* This study used a qualitative design. Semi-structured interviews were held with 10 LGBTQ+ employees to gain an understanding of their experiences and perspectives. A focus group was held with 6 non-LGBTQ+ employees to facilitate reflection and discussion within the dominant group, informed by Queer Theory. Reflexive Thematic Analysis was used to analyze the data.

*Results:* Six themes were developed from the LGBTQ+ interviews: opportunity for informal chats, divergent impact of remote work, being perceived authentically, work-life separation of identity, dis/organized social connection, and delivery of organizational support. Three themes were developed from the non-LGBTQ+ focus group: promotion of well-being, work-appropriate interactions, and joint LGBTQ+ & allies events. Taken together, the results found that opportunity for informal chats was a key theme – remote work limits these opportunities, which impacts LGBTQ+ employees' well-being by not being perceived authentically. Remote work encourages work-life separation of identity as communication is focused on work, which can increase Minority Stress. Organizational support and increased opportunity for social connection can increase psychological safety and well-being. Non-LGBTQ+ employees could promote LGBTQ+ well-being by attending joint LGBTQ+ events which facilitate informal chats and Psychological Safety and increase knowledge and experience of work-appropriate interactions which could support authenticity.

*Conclusion:* This study advances understanding of the impact of remote working on LGBTQ+ psychological well-being at work, and integrates Minority Stress Theory, Psychological Safety, and Ryff's well-being model through a Queer Theory lens. Findings highlight informal chats as a mechanism linking minority identity expression, psychological safety, and well-being, and illustrate how remote work can inadvertently heighten minority stress by limiting authenticity and social connection. By demonstrating the social and structural nature of well-being factors for remote LGBTQ+ employees, this research underscores the need for systemic approaches to support well-being. Key implications include the extension of Minority Stress and Psychological Safety theories, and practical recommendations to support well-being through organizational policies and practices that address minority stressors embedded in remote work structures.

## **P50**

### **Information Overload Due to Digital Media in the Workplace – Development of an Action Guide for Companies**

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*Background:* An important consequence of the digital transformation is the increasing volume of information that must be handled at work. Therefore, the phenomenon of information overload becomes increasingly important with the growing technical capabilities of information transfer. In a German employment survey in 2023, about 50 percent of employed people experienced information overload.

Given its potential impact on the health of individuals, managing and reducing information overload has become an important task for companies aiming to safeguard the health of their employees. However, companies often reach their limits when it comes to deriving design measures to address this issue. The aim of this project is to develop an action guide for companies that demonstrates essential approaches for avoiding or effectively dealing with information overload. This guide thus supports companies in the health-promoting design of work.

*Method:* As a first step, causes and relevant working conditions contributing to the experience of information overload were compiled as a result of several scientific projects commissioned and conducted between 2016 and 2022. Based on these results and empirical research in the operational field (Piecha & Hacker, 2020), a content clustering of design areas aimed at reducing or effectively managing information overload was conducted. This resulted in the identification of specific action domains, referred to as 'fields of action'. In addition, two systematic literature reviews were commissioned on 1) the current state of knowledge regarding work design measures to cope with information overload, and 2) prerequisites for successful work design processes in companies.

*Results:* The experience of information overload can be basically caused by four work factors: a high quantity of information, a large volume of work assignments, the quality of information, and interruptions caused by digital media. Conditions that contribute to experiencing information overload are, for example, time constraints and time pressure, high temporal parallelism of work tasks, a high diversity of content, or unclear responsibilities and unclear scope for decision-making.

*Conclusion:* A total of 10 fields of action for companies could be described, identifying both organizational and individual design measures. Examples include "designing the company's internal media landscape to meet requirements," "regulating internal organizational procedures and processes," or "appropriate use of IT applications." The knowledge of causes, conditions, and fields of action for work design was practically compiled into an online and print version of an action guide for companies. To ensure the guide's user-friendliness, its usability was tested. This testing was done in four expert workshops with representatives from applied science, human resources, and the employers' liability insurance association. Additionally, focus groups with representatives from various companies were conducted. The results show that the action guide has been well received as a valuable resource for work design.

## **P51**

### **How Healthcare Professionals Engage with the Ethical Dimensions of Artificial Intelligence in Clinical Practice**

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*Background:* Artificial intelligence (AI) systems are increasingly being introduced as central components in the future work of healthcare professionals. While AI-assisted healthcare work is poised to bring benefits like increased efficiency and improved patient diagnostics, it has also fostered ethical concerns among healthcare professionals (HCPs). Recent research has argued that HCPs may experience moral distress and increased professional burdens caused by inadequate guidance in managing AI's ethical concerns in practice. However, we lack empirical insights into what ethical considerations that HCPs raise during the use of AI in healthcare practice, as well as the occupational strategies they employ to mitigate these.

*Method:* To understand this question, we investigated the use of the AI system O-VID (a pseudonym). O-VID is an AI system implemented in a geriatric hospital ward where the AI system is used to monitor patient activities and alert HCPs to possible falls and wandering behaviour. We conducted an ethnographic study using participant observation and semi-structured interviews. Specifically, we focused on what nurses, physiotherapists, and care assistants, viewed as O-VID's ethically acceptable use in the geriatric ward. We analyzed the data with thematic analysis.

*Results:* Our thematic analysis of O-VID's use revealed four distinct ethical dimensions that HCPs had to engage with: (1) choosing when to use O-VID, (2) evaluating patients' information and consent needs, (3) making sense of O-VID alerts based on individual patients' characteristics, and (4) identifying the necessary timing of reactions to AI alerts. In each of these dimensions, we identified the presence of a general standard. However, we also identified how HCPs would continuously tailor their work in these ethical dimensions to ensure O-VID did not conflict with their professional care values. For example, HCPs would collect informed consent to O-VID as a standard, but they also faced situations where patients were unable to provide informed consent. These situations necessitated that HCPs both learned and applied new types of consent and information related to O-VID.

*Conclusion:* Our results provide a glimpse into the near future of AI-assisted healthcare work wherein HCPs face the possible challenges of AI's ethical concerns. Specifically, we show that tailoring as a strategy for ethical use of healthcare AI is valuable yet also complex. To support tailoring without overburdening HCPs and causing moral distress, it is critical that we develop organizational interventions that can support HCPs in tailoring their use of AI systems toward ethical ends.

## **P52**

### **Can AI Help Decode Psychosocial Patterns in Offshore Safety Authority Audit Reports?**

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*Background:* Psychosocial risks are recognized as key determinants of occupational health and safety. Yet, limited research has examined how organizations systematically manage these risks across the complete psychosocial risk management cycle, from hazard identification and assessment to intervention and evaluation. Safety authority audit reports offer a valuable yet underused data source for understanding how psychosocial risks are managed in real organizational contexts, and for identifying the most prevalent psychosocial hazards observed by regulators. These reports contain detailed descriptions of psychosocial hazards and organizations' practices, but their volume and complexity make large-scale manual qualitative analysis impractical. Advances in large language models (LLMs) may support more systematic and scalable analysis of this rich qualitative material. Yet, existing studies on AI-assisted thematic analysis show mixed results, revealing both efficiency gains and significant limitations in interpretive depth and accuracy. Building on this literature, the present study examines the conditions under which LLMs may offer value to psychosocial safety research through content and sentiment analysis.

*Method:* This study explores the potential of LLM-assisted thematic analysis to identify psychosocial hazards and risk management processes in safety authority audit reports. Using inspection data from the Norwegian Ocean Industry Authority, we apply a stepwise thematic analysis guided by Braun and Clarke's (2006) framework. LLM-generated themes will be compared with themes derived from a manually coded subset of reports to assess credibility, reliability, and contextual sensitivity. The analytic framework draws on ISO 45003:2021, which provides an international taxonomy of psychosocial hazards and a structured approach to psychosocial risk management. The study also follows the European Commission's Living Guidelines for the Responsible Use of Generative AI in Research (2025), emphasizing transparency, reliability, and human oversight. Four LLMs solutions, Anthropic Claude 4.5 Sonnet, ChatGPT-5, Gemini 2.5 Pro, and SuperGrok, will be tested. All models include coding, advanced reasoning, and complex problem-solving.

**Results:** Findings from the ongoing analyses will be presented at the conference. We will demonstrate whether LLM-assisted thematic analysis can identify psychosocial patterns and risk management activities across a large dataset, evaluate the alignment between AI-generated outputs and human-led interpretations, and discuss methodological insights gained from testing different LLM platforms. Preliminary findings will illustrate both the potential of AI for scalability and pattern recognition and its limitations in capturing contextual nuance, latent meaning, and interpretive depth in the testing reports.

**Conclusion:** LLM-assisted thematic analysis has the potential to expand the methodological toolkit in occupational health psychology by enabling systematic analysis of large regulatory text datasets. However, given mixed evidence to date, responsible implementation requires a cautious, hybrid human-AI approach to safeguard interpretive quality, ethical standards, and contextual understanding. By critically examining both the opportunities and limitations, the study contributes to the development of robust, transparent, and ethically sound approaches for analyzing psychosocial risk management in high-risk industries.

### **P53**

#### **Same Tools, Different Experiences: Understanding Employee User Typologies of Digital (Dis)Connection**

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**Background:** The increasing digitalization of work has created paradoxical outcomes for employees: while digital tools foster flexibility, autonomy, and efficiency, they also reinforce expectations of constant availability and responsiveness (Day et al., 2019). This continuous connectivity, enabled through work-related information and communication technologies (W-ICTs), is linked to emotional exhaustion, impaired recovery, sleep disturbances, and a heightened risk of burnout (Sonnentag, 2012). Consequently, digital *dis*connection has been promoted as a means of enhancing digital well-being (Vanden Abeele, 2021). However, employees who attempt to disconnect face systemic limitations: unclear expectations, strong integration norms, and excessive organizational demands, which restrict the extent to which individuals can disengage from work (Bisht et al., 2021). In response, many organizations have introduced formal initiatives such as “the Right to Disconnect”. However, these often fail to produce meaningful change, as (managerial) expectations, social norms and work practices remain misaligned with policy intentions (Eurofound, 2023). This implementation gap highlights the need to better understand: (1) how and why employees (dis)connect, both during and outside working hours, (2) how employees with similar connectivity behaviours differ in their experiences of digital well-being, and (3) how organizations facilitate or hinder digital well-being. To address these questions, this study develops empirically grounded typologies of employee digital (dis)connection by integrating experiential user types (Vanden Abeele & Nguyen, 2024) with behavioural typologies of workplace connectivity (He & Amirul, 2025).

**Method:** Guided by a critical realist perspective, the study employs a 360° interview design to capture the interplay between individual experience and organizational context. Participants were recruited across diverse professions and organizational settings in Belgium, including blue- and white-collar workers, varying schedules, and self-employed positions. Semi-structured interviews explored 42 employees’ experiences with W-ICTs, disconnection practices, organizational culture, and well-being. Data are analyzed using Ideal-Type Analysis (Stapley et al., 2022) to construct typologies of digital (dis)connection, linking experiential dimensions of functional support and perceived control to behavioural patterns, well-being outcomes, and contextual conditions.

**Results:** Preliminary findings confirm the presence of the four user typologies identified by Vanden Abeele and Nguyen (2024), ambivalent, enthusiastic, indifferent, and sceptical users, within workplace contexts. However, not all connectivity behaviours described by He and Amirul (2025) were equally represented across user types. Moreover, the so-called “Balanced Responders” exhibited internal variation: while all maintained some equilibrium between connection and disconnection, some experienced this balance as effortful and fragile, particularly in “always-on” work cultures. Notably, a distinction surfaced between employees who *actively* disconnect from work and those who simply *do not engage* with W-ICTs. Although their behaviours may appear similar, their perceived control differs markedly.

**Conclusion:** This study advances the understanding of digital (dis)connection as a dynamic, contextually embedded process shaped by individual and organizational factors. Preliminary insights underline the need for differentiated and context-sensitive strategies to promote digital well-being, moving beyond one-size-fits-all approaches or individual responsibility alone. By introducing a typology-based framework, this study offers actionable guidance for organizations seeking to foster healthier digital boundaries and more sustainable work practices in increasingly connected environments.

## P54

### **Occupational Anxiety in the Swedish Workforce: Behavioural and Cognitive-Affective Correlates**

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**Background:** Mental ill health is the fastest-growing cause of long-term sick leave in Sweden, with work-related distress consistently identified as a key contributing factor. While several forms of such distress—most notably the widely debated construct of burnout—have been extensively studied, occupational anxiety remains a comparatively underexplored construct within workplace mental health research. The present study examined associations between occupational anxiety—defined as anxiety symptoms individuals explicitly attribute to their work—and a range of work- and health-related variables.

**Method:** A cross-sectional sample of 499 working adults from the Swedish general population completed an online survey including validated measures of occupational anxiety (OCAI), work addiction (BWAS), rumination (RRS-10), sleep-related worry (SW7), boredom at work (DUBS), and work-related procrastination. A multiple regression framework was utilized to examine the associations between the included psychological constructs and occupational anxiety as measured by the OCAI.

**Results:** All variables showed substantial zero-order correlations with occupational anxiety. The overall multiple regression model was statistically significant,  $F(5, 493) = 130.01, p < .001$ , accounting for 58.2% of the variance in occupational anxiety ( $R^2 = .586$ , adjusted  $R^2 = .582$ ). Significant standardized regression coefficients were observed for work addiction ( $\beta = .325, p < .001$ ), rumination ( $\beta = .219, p < .001$ ), sleep-related worry ( $\beta = .305, p < .001$ ), and procrastination ( $\beta = .074, p = .031$ ), whereas the coefficient for boredom was not statistically significant.

**Conclusion:** Occupational anxiety demonstrated strong associations with work-related affective and behavioural patterns, underscoring its relevance within the broader domain of occupational functioning. Although boredom at work correlated with occupational anxiety at the bivariate

level, it did not retain significance in the multivariate model, suggesting its effects may be subsumed by more proximal cognitive and affective processes. The robust associations with sleep-related worry and work addiction point to potential mechanisms through which occupational anxiety may interfere with psychological detachment and recovery, thereby increasing the risk of sustained strain and long-term sick leave. In contrast, the association with procrastination, while statistically significant, was small and may reflect a secondary manifestation of anxiety-related avoidance. Overall, these findings provide further empirical support for the construct validity of occupational anxiety and underscore its potential significance for understanding mechanisms linking workplace distress to adverse health outcomes.

## P55

### **Patterns of Physical (In)Activity at Work and Mental Health in Germany – A Latent Class Analysis in a Representative Sample of Employees**

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*Background:* The physical activity health paradox addresses the contrasting health effects of leisure-related and work-related physical activity. While this paradox is well investigated with respect to general and physical health, it is unclear whether it is also evident for mental health. That is, positive effects of physical activity in leisure time on mental health have repeatedly been shown, but research on the relationship between work-related physical activity and mental health outcomes is scarce. In the current study, we first aimed to identify distinct patterns of physical work. Second, we aimed to shed light on the relationships of types of physical work exposure with aspects of employees' mental health, which were burnout and inability to recover.

*Method:* We used a cross-sectional sample (n = 8393) of the third wave (2023/24) of the study on mental health at work (S-MGA), representing employees subject to social insurance contributions in Germany. Exposure to aspects of physical (in)activity (i.e., sitting, standing, heavy lifting, forced postures, and unilateral movement) and musculoskeletal pains in different body regions were assessed with single items. Burnout and inability to recover were measured with validated scales (OLBI, FABAs). We conducted latent class analyses using the 3step procedure to calculate odds ratios for the test of categorical latent variable multinomial logistic regressions.

*Results:* We extracted four patterns of physical (in)activity exposure at work, which we labelled sedentary work with unilateral movement (46 %, pattern 1), high strain standing work with physical stressors (30 %, pattern 2), moderately demanding standing work with unilateral movement (20 %, pattern 3), and moderately demanding sedentary work with physical stressors (5 %, pattern 4). Odds ratios revealed that in patterns 1 and 4 especially the inability to recover from work was higher than in the other patterns, but knee and back pain were also common in pattern 1. Burnout levels and neck pain were highest in pattern 2, marked by high strain standing work. The lowest psychological strain is evident in pattern 3.

*Conclusion:* The findings give insights into patterns of physical work exposure and their distribution as well as the relationship with proximal aspects related to employees' mental health. Thus, the latent classes provide a starting point not only for future research in the context of work-related physical activity but also for interventions targeted at avoiding pain and promoting mental health.

## P56

### **Mental Health and the Role of Workplace Bullying – Results from a German Representative Sample of Dependently Employed Adults**

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*Background:* Workplace bullying places a heavy burden on those affected. The consequences include the impairment of personal well-being and individual health in both the short and long term. The aim of the present study was to assess the prevalence of depressive symptoms, anxiety symptoms and stress among individuals affected by workplace bullying compared to those not affected by workplace bullying and to analyze potential risk factors associated with each of the three mental health outcomes in a representative sample of dependently employed adults in Germany.

*Method:* The study comprises a representative telephone survey of N=5,015 employees in Germany. The survey included individuals aged 18 and over who were in dependent employment for at least one hour per week. Workplace bullying was operationalized as individuals having been unjustifiably criticized, harassed or publicly humiliated at least once a week or daily in the previous six months by co-workers and/or supervisors. Depressive symptoms were assessed using the PHQ-8 scale. Anxiety symptoms were measured with the GAD-2, and stress at work was measured with an 11-point scale ranging from 0 (no stress) to 10 (very stressful). Design and adjustment weights were implemented to ensure representativeness of the results. Furthermore, multiple imputation was applied to handle missing data and reduce potential bias arising from incomplete observations. For each mental health outcome binary logistic regression models were run.

*Results:* The sample was on average 42.7 years old and had a slightly higher proportion of males (52%). The prevalence of depressive and anxiety symptoms in the total sample was 12.4% and 11.4%, respectively. In addition, 41.6% of employees experienced high stress at work. Prevalence rates for each of the mental health outcomes was higher among those affected by workplace bullying compared to those without workplace bullying (depressive symptoms: 42.7% vs. 10.3%; anxiety symptoms: 36.6% vs. 9.6%; stress: 61.3% vs. 40.2%). Initial multivariate analyses showed that increasing age was significantly associated with lower odds of depressive (OR: 0.98, 95%CI: 0.97-0.99) and anxiety symptoms (OR: 0.97, 95%CI: 0.96-0.99), whereas it was linked to greater odds of experiencing high levels of occupational stress (OR: 1.01, 95%CI: 1.00-1.02). In contrast, low educational attainment was associated with higher odds of reporting depressive (OR: 1.82, 95%CI: 1.07-3.12) symptoms, yet with lower odds of experiencing high levels of work-related stress (OR: 0.52, 95%CI: 0.39-0.71). Furthermore, those affected by workplace bullying had significantly higher odds of reporting symptoms of depression (OR: 3.02, 95%CI: 1.84-4.96), symptoms of anxiety (OR: 2.29, 95%CI: 1.37-3.85) and occupational stress (OR: 2.15, 95%CI: 1.48-3.12) compared to those not affected.

*Conclusion:* The present study offers insights into recent research on mental health and workplace bullying in Germany. The findings indicate that workplace bullying represents a significant risk factor for mental health problems. The development and implementation of targeted preventive intervention measures addressing workplace conflicts and bullying could enhance employee well-being and decrease rates of absenteeism. Future longitudinal research would be instrumental in generating robust evidence on causal relationships.

**P57**

**Multidisciplinary Teamwork in Education in Québec, Canada : Challenges for Professionals and Effects on Mental Health**

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In the early 2000s, the province of Québec (Canada) adopted a Policy on special needs education aimed at integrating students with special needs into regular classrooms by adapting the school environment and providing tools for frontline actors, such as teachers. Education professionals (e.g. speech therapists, school psychologists) play a vital role in operationalizing this policy. To do so, these professionals must work in multidisciplinary teams to pool their specific skills with diverse actors. However, institutional and organizational factors create obstacles to multidisciplinary work, which, in turn, have been associated with various psychosocial risk factors (PRFs), job dissatisfaction, labour shortages, work-life balance challenges, and adverse mental health outcomes. However, the work of education professionals in Québec and the PRFs to which they are exposed is rarely studied. This presentation concerns the first two phases of a larger study that sheds light on the obstacles education professionals face at work, some of which may constitute psychosocial risk factors and contribute to their current mental health.

First, we conducted a narrative literature review based on 38 scientific references (in English and French) and 28 grey literature documents. We then conducted 26 individual interviews with education professionals and completed a thematic analysis of the transcripts.

The results of the literature review and interviews converge on four themes: work-life balance, tensions over autonomy/decision latitude, a sense of belonging, and role ambiguity. Both the literature and interviews indicate that education professionals regularly work outside their regular hours, without overtime pay, to deliver quality work. Furthermore, professionals report having considerable autonomy in the individual intervention approach used with students but little latitude in prioritizing their services (e.g., prevention vs. intervention). Both data sources also show that professionals feel isolated from their colleagues or lack a sense of belonging within an establishment for many reasons, such as offices located far from the rest of the team, an obligation to cover many schools, limited time for collaboration, etc. Finally, role ambiguity is prevalent because their roles are often misunderstood by other staff members (e.g., teachers, managers). While stakeholders acknowledge these professionals have a specific expertise, they struggle to grasp what this expertise concretely entails, often leading to job demands that are incongruent with their role, such as: being asked to perform tasks outside their scope, the perception that other actors do not listen to their advice (lack of recognition), lack of a clear job description, etc.

In conclusion, findings from the scientific literature, grey literature, and recent interviews contribute to a better understanding of the challenges faced by education professionals at work, particularly regarding multidisciplinary teamwork. These include work-life balance, tensions surrounding autonomy/latitude, a lack of a sense of belonging, and role ambiguity. Understanding these challenges is the first step toward identifying PRFs and implementing solutions that create better working conditions for education professionals, thereby protecting their mental health and enabling them to contribute fully to the education mission.

**P58**

**Predictors of Mental Well-Being in White-Collar Workers: The Contributions of Workaholism and Burnout**

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*Background:* Over the past two decades the mental well-being of white-collar workers has been negatively impacted by technological changes such as the development of smartphones, which have blurred boundaries between work and personal life. The outbreak of the COVID-19 pandemic and the resulting changes in work practices exacerbated these negative impacts on well-being. Determining which specific factors of internal personal demands, such as workaholism, or external effects from job demands, such as burnout, impact mental well-being is a necessary first step to developing effective interventions.

*Method:* White-collar workers (N = 143) in Singapore took part in an online study and completed the Multidimensional Workaholism Scale, 12-item version of the Burnout Assessment Tool, and the Short Warwick–Edinburgh Mental Well-being Scale. The sample was 59% female with an approximately even split across office (52%) and hybrid work settings. The average age was 35 years (range 22 – 62 years) and the average time in the current job was 5.7 years (range 1 – 30 years).

*Results:* Of the four demographic variables, age had a significant, positive, and small ( $r = .18$ ) relationship with mental well-being. The relationships with gender, work setting, and time in current job were not significant. Of the four factors of workaholism (motivational, cognitive, emotional, and behavioural), only the motivational factor had a significant, positive, and small ( $r = .21$ ) correlation with mental well-being, and the correlations for the other three factors were not statistically significant. All four factors of burnout had significant, negative, and medium-to-large correlations with mental well-being: Exhaustion ( $r = -.44$ ), cognitive impairment ( $r = -.45$ ), emotional impairment ( $r = -.48$ ), and mental distance ( $r = -.55$ ). A regression analysis showed that the four factors of burnout explained a significant 39% of the variance in mental well-being. In addition, the individual variables of mental distance and emotional impairment made significant, unique contributions to mental well-being.

*Conclusion:* While many factors impact on workers' mental well-being, improving mental well-being requires the identification of key factors that are modifiable. The current results show that workaholism is not associated with poor well-being. Indeed, the significant finding for the motivational aspect of workaholism suggests that satisfying a drive to work may increase mental well-being. However, the findings from the investigation of the factors of burnout suggest that training which focuses on positive approaches to work engagement and strategies for emotional regulation should have a positive effect on white-collar workers' mental well-being.

**P59**

**Problematizing the Psychological Antecedents of Job Search Behaviours: A Phenomenological Study of Transgender Job Seekers**

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*Background:* Research on the psychological antecedents of job search behaviours (JSBs) has oftentimes undertaken a trait-based approach (e.g., Kanfer et al., 2001; Wanberg et al., 2020). In fact, most of the focus has been on relatively stable attributes, such as personality (e.g.,

Boswell et al., 2006; Boudreau et al., 2001; Brown et al., 2006). For example, many papers link conscientiousness to job search success (Turban et al., 2009). In an attempt to problematize (Alvesson & Sandberg, 2011) this tradition, I seek to discover other psychosocial processes that could underpin people's job search experience. To this end, I draw on the lived experiences of 21 transgender people on the job market to uncover the role of emotions during unemployment spells. I draw on the notion of emotional baggage (Følling et al., 2015) to theorize, and hence, better explain the fact that bad past experiences during work and/or job search act as 'anchors' that could reduce future job search effort-intensity.

*Methodology:* Interpretive phenomenological analysis (IPA) (Eatough & Smith, 2017) with a well-suited sample of 21 transgender job seekers.

*Results:* Preliminary findings indicate that past negative experiences during (i) work and (ii) job search trigger negative emotions among job seekers, particularly frustration, anger, anxiety, and sadness. These emotions act as a sort of 'anchor' in the sense that they predispose prospective employees to failure, which leads to reducing their job search effort-intensity.

*Conclusion:* From a conceptual standpoint, the main contribution is moving beyond a trait-based approach when dealing with the psychological antecedents of JSBs. Other psychosocial processes, particularly those relating to emotions and emotional processing, are key in explaining people's effort-intensity. By bringing forth notions like emotional baggage, and by drawing on affective events theory (Weiss & Cropanzano, 1996), we explain how these emotional processes based on the past have very real consequences in the present. So, it is an issue that hiring-selection should consider when dealing with prospective employees. In terms of shortcomings, I recognize that the sample is limited, so future research should delve further into this matter by using larger samples and from other contexts. (This is still a work in progress).

## **P60**

### **Metacognitive Therapy and Work-Focus for Patients with Depression, Anxiety or Comorbid Depression and Anxiety on Sick Leave: a Single-centre, Open-label Randomised Controlled Trial**

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*Background:* Employment is a key determinant of health, but mental health treatments have limited success on return-to-work (RTW) in depression and anxiety. We investigated the effectiveness of metacognitive therapy combined with work-focused components (MCT+WF) to improve RTW and reduce anxiety and depression in patients on sick leave.

*Methods:* This single-centre, open-label, randomised controlled trial was conducted at an outpatient clinic (Diakonhjemmet Hospital) in Norway. Eligible patients were adults on sick leave with depression and/or anxiety. Patients with severe mental disorder or substance abuse were excluded. Participants were randomly assigned using computer-generated block randomisation, stratified by gender and percentage of sick leave, to receive either immediate MCT+WF or delayed MCT+WF after 8–12 weeks on a waitlist. Outcome assessors were blinded. Primary outcomes were depression (BDI-II), anxiety (BAI), and RTW at 12 weeks. Sick leave data were obtained from a national registry and self-report; symptoms were self-reported. Analyses followed the intention-to-treat principle, including all randomised participants. This trial was registered with ClinicalTrials.gov (NCT03301922; <https://clinicaltrials.gov/study/NCT03301922>).

*Results:* Between Sept 11, 2017, and Nov 17, 2020, 236 patients were enrolled and randomly assigned to immediate MCT+WF (n=121) or waitlist (n=115). At 12 weeks, logistic regression of registry data showed significantly higher RTW in the immediate MCT+WF group (39%; 47/121) than in the waitlist group (20%; 23/115; OR=2.39, 95% CI 1.32–4.32; p=0.0040), consistent with self-reported RTW (42% (51/121) vs 18% (20/114); OR=3.44, 95% CI: [1.87, 6.35], p<0.0001). Multilevel models revealed greater reductions in anxiety (time x group interaction coefficient = -8.35, 95% CI -10.61 to -6.09; p<0.0001) and depression (-10.84, 95% CI -13.25 to -8.44; p<0.0001) for immediate MCT+WF versus waiting. No serious adverse events were reported during the study.

*Conclusion:* Immediate MCT+WF significantly improved RTW and reduced symptoms of depression and anxiety compared with waiting. Generalisability may be constrained by Norway's welfare system; strengths include registry data and naturalistic outpatient setting. The favourable outcomes suggest that MCT+WF could be integrated into mental health care.

## **P61**

### **Leveraging Character Strengths and PERMA Model to Cultivate Employee Well-Being and Performance**

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In recent years, positive psychology has emerged as a significant domain for understanding and fostering the mental health and well-being of employees. This marks a shift in the focus from pathology to human potential, offering a refreshing framework for addressing contemporary workplace challenges. It emphasizes strengths, virtues, and growth potential, while offering a refreshing perspective in addressing the challenges of modern-day mental health issues at work. This paper explores how the quality of work-life and professional productivity can be enhanced, with a particular focus on the pivotal role of character strengths and virtues in fostering psychological well-being. Further, moving beyond a deficit-based approach, this paper emphasizes the five essential elements for flourishing: i. Positive emotion, ii. Engagement, iii. Relationships, iv. Meaning, and v. Accomplishment, to cultivate human potential, i.e. the PERMA model. Moreover, PERMA+ is discussed as an extension to incorporate vital lifestyle factors, such as optimism, nutrition, physical activity, and sleep. This paper thus provides a holistic view of employee health within the context of organizational landscape.

The Values in Action (VIA) classification, encompassing 24 character strengths under six core virtues of wisdom, courage, humanity, justice, temperance, and transcendence, is central to this approach. The author poses these strengths as the active psychological mechanisms that fuel the PERMA dimensions ("zest" enhances engagement, and "gratitude" fosters positive emotion). The paper conceptually analyses how cultivation of character strengths can mitigate role conflict to enhance team performance and build leadership capacity, inevitably reducing counter-productive behaviour. The "Aware-Explore-Apply" model is introduced as a practical pathway for strengths development. Ultimately, this paper offers a theoretical lens for organizations to re-envision their approach to employee well-being. It is proposed that proactively building character strengths is not merely an ethical imperative, but a strategic one. Therefore, implications for fostering resilient, engaged, and high-performing workplaces where individuals and organizations can truly flourish are explored.

**P62**

**Psychosocial Working Conditions and Work-Related Strain Among Parents With and Without Mental Health Disorders: A Six-Month Longitudinal Study**

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*Background:* Psychosocial working conditions are key determinants of employees' mental health and affect not only individual well-being but also family life through spillover processes and can additionally burden children and other family members via crossover effects. Parents with mental health disorders may be particularly vulnerable to such dynamics of work-related strain. However, longitudinal research systematically examining psychosocial working conditions and their potential transactional effects in this high-risk population remains scarce. The aim of this study was to examine whether parents with mental health disorders experience less favourable psychosocial working conditions over a six-month period compared to mentally healthy parents. The focus was on differences in time latitude, room for manoeuvre, appreciation at work, time pressure, and multitasking demands, as well as potential group-specific developments over time.

*Method:* Data were collected as part of a two-wave longitudinal survey with a six-month interval. A total of 292 employed parents participated (62 with a diagnosed mental health disorder; 230 without). Psychosocial working conditions were assessed using established instruments, including, for example the Stress-Related Job Analysis. Repeated-measures GLM analyses were conducted to examine group and time differences.

*Results:* Across both measurement points, parents with mental health disorders reported significantly less favourable psychosocial working conditions compared to the control group. Specifically, they exhibited lower time latitude, lower room for manoeuvre, lower appreciation at work, and higher demands due to time pressure and multitasking. A significant time  $\times$  group interaction emerged for appreciation, indicating a less favourable development in the clinical group over the six-month period.

*Conclusion:* The findings highlight the persistently high burden experienced by parents with mental health disorders in the workplace and underline their particular vulnerability to spillover and crossover processes that may affect family functioning and children's well-being. This underscores the need for occupational psychological interventions that strengthen autonomy, enhance appreciation at work, and reduce excessive job demands. In a next step, the occupational data will be linked with therapeutic treatment data to investigate whether improvements in mental health during therapy are associated with changes in work-related stressors. Future research should include larger clinical samples and multi-wave designs to more precisely capture trajectories of strain and interpersonal transmission processes.

**P63**

**Introducing the Suicide Investigation Process for Public Safety Personnel in Canada**

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*Background:* Public safety personnel (PSP) may be at increased risk of suicide. While individual risk factors are well known (e.g., previous suicide attempt, presence of a mental disorder), the work-related risk factors that are specific to PSP (e.g., access to a service firearm, investigations related to work incidents and complaints) are less documented.

Research shows that exposure to certain work-related factors such as lack of autonomy is associated with suicidal ideation. But there is a lack of knowledge about the contribution of these risk factors to suicide deaths among PSP. This limits the scientific evidence base needed to develop specific preventive interventions. In this context, a public safety organization in Canada (about 30,000 employees, herein called the “participating organization”) and the Robert-Sauvé Research Institute in Occupational Health and Safety teamed up to develop the *Suicide Investigation Process* (SIP), a protocol designed to better understand work-related factors associated with employee suicides and strengthen prevention efforts. This presentation aims to describe the SIP and discuss its implications for prevention and research.

*Method:* The development of the SIP combined four components. First a scoping review was conducted using PubMed and PsycINFO to identify: 1) work-related risk factors for suicide among PSP; and 2) methods used to identify work-related risk factors for suicide in populations of workers. Second, an inventory of relevant administrative documentary sources available within the participating organization was built. Third, Canadian stakeholders in PSP safety and health were consulted regarding post-suicide investigation practices.

*Results:* The literature review identified documentary sources (e.g., police reports, medical records, coroner reports, death certificates, employee files, suicide notes), key informants (e.g., family, colleagues, managers, physicians), data collection methods (i.e., questionnaires and structured or semi-structured interviews), work-related psychosocial risk factors (e.g., workplace conflicts, bullying) and protective factors (e.g., social and organizational support) to investigate, as well as implementation elements (e.g., delay before investigating, investigator training). The inventory of organizational documents identified additional sources, such as public complaints and hazardous occurrence investigation reports. Consultations with stakeholders revealed no specific protocols in Canadian PSP settings. These results led to the development of the SIP, which comprises four steps: 1) Notification of death to the employer; 2) Internal investigation; 3) Identification of “causal” factors; and 4) Employer response.

*Conclusion:* The SIP is a promising protocol for both prevention and research. For prevention, it will enable the participating organization to adjust its prevention methods by addressing work-related psychosocial factors identified as risk or protective factors. For research, it will help better understand the specific contribution of psychosocial factors to PSP suicides. Integrating a comparative approach with control cases (i.e., PSP without suicide attempt) to identify protective factors and effective support practices could improve the validity of the results.

## **P64**

### **Review of the Literature on Employment Outcomes of Young People Leaving Care**

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*Background:* Young people transitioning out of foster or residential care often experience substantial disadvantages in accessing stable and meaningful employment. Compared to their peers, care leavers face higher levels of unemployment, insecure work, and limited educational opportunities. Intersectional factors—such as race, gender, disability, and sexual orientation—can further intensify structural barriers and restrict labour market participation. There is a growing need to integrate evidence on how these intersecting inequalities shape employment pathways, how psychosocial risks at work reinforce previous disadvantages and to assess the effectiveness of existing interventions and policy approaches that aim to improve outcomes for care-experienced youth.

*Method:* This ongoing study consists of a qualitative literature review exploring three core areas: (1) how intersecting identities influence employment trajectories and barriers for care leavers; (2) what empirical evidence exists regarding the effectiveness of employment support interventions and their long-term impacts; and (3) which policy frameworks have been developed internationally to promote employment outcomes for young people leaving care. The search strategy draws on peer-reviewed articles, meta-analyses, qualitative studies, and policy reports, including foundational works by Cassarino-Perez (2018), Furey (2021), and Gilligan (2019). The review follows a structured thematic approach and adheres to current institutional ethical guidelines.

*Results:* As this review is currently in progress, preliminary themes identify consistent patterns of disadvantage affecting care leavers' employment prospects, as well as gaps relating to intervention effectiveness and policy implementation. A full synthesis of findings from academic and policy sources will be completed and presented at the conference.

*Conclusion:* This study aims to generate an integrated theoretical understanding of the structural, psychosocial risks, and policy-level factors that shape employment outcomes for young people leaving care. By adopting an intersectional lens, the review seeks to highlight how overlapping disadvantages constrain opportunities and to identify intervention and policy approaches relating to occupational health psychology, youth policies and psychosocial risks at work. The final results will inform future research, practice, and policy recommendations, and will be shared in detail during the conference presentation.

## **P65**

### **Positive and Negative Affect at Work as Daily Drivers of Promotion - and Prevention-Focused Job Crafting**

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*Background:* Affective experiences appear to play a crucial role in regulating various forms of behaviour at work, including job crafting, understood as proactive changes employees make to better align job demands and resources with their personal needs, values, and skills. Despite its theoretical relevance, empirical research on the affective antecedents of job crafting remains limited. Drawing on the broaden-and-build theory (Fredrickson, 2001), this study examined how positive and negative affect at work, differentiated by levels of activation, relate to two types of crafting behaviours: promotion-focused (i.e., increasing structural and social resources, and seeking challenges) and prevention-focused (i.e., reducing hindering demands).

*Method:* A five-day daily diary study was conducted among customer service employees (N = 200).

Affect at work was assessed using the Job-related Affective Well-being Scale (JAWS-12) (van Katwyk et al., 2000; Polish version: Basińska et al., 2014), which includes 12 emotion adjectives categorized by valence and activation: positive–high activation (e.g., energetic), positive–low activation (e.g., relaxed), negative–high activation (e.g., angry), and negative–low activation (e.g., depressed). Participants rated how often they experienced these emotions during the workday on a 5-point scale (1 = never, 5 = always).

Job crafting was measured with the Job Crafting Scale (Tims et al., 2012; Polish version: Rogala & Cieślak, 2019), encompassing four subdimensions: increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindrance demands (21 items in total). The items were adapted for daily assessment. Sample items include “Today, I made an effort to enhance my skills” and “Today, I sought advice from my colleagues.” Hypotheses were tested using multilevel path modelling, distinguishing within-person (daily) and between-person variance.

*Results:* Daily positive affect, regardless of activation level, was positively related to promotion-focused job crafting. In contrast, daily negative affect with low activation was negatively associated with promotion-focused job crafting, but unrelated to prevention-focused crafting. Negative affect with high activation showed no significant associations with any type of job crafting.

*Conclusion:* The findings extend the broaden-and-build theory by emphasizing the differential role of affective states in activating distinct forms of job crafting. Specifically, the results suggest that positive affect fosters proactive, promotion-oriented crafting behaviours, whereas low-activation negative affect may inhibit such proactive engagement.

## **P66**

### **Unpacking What Sustains Teachers' Work Ability: A Comprehensive Examination of Theoretically and Empirically Derived Antecedents**

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*Background:* Perceived teacher work ability (PTWA) reflects teachers' perceived capacity to meet the cognitive, emotional, and organizational demands of their profession. Sustaining PTWA is essential for preventing early attrition and ensuring long-term professional functioning. Drawing on the job demands-resources (JD-R) model, this study examined 23 antecedents of PTWA identified in previous literature. These encompassed job demands (quantitative, cognitive, and emotional), job resources (supervisor support, coworker support, and sense of community at work), and personal resources (teacher self-efficacy). In addition, the study incorporated proximal outcomes related to the JD-R model's health-impairment and motivational pathways—burnout, self-rated physical and mental health, and work engagement. A range of sociodemographic factors (age, gender), occupational characteristics (teaching experience, educational level taught, class or mentor teacher role), and life-domain variables (caregiving responsibilities, work-life conflict) were also included. Despite growing evidence linking work ability to teacher well-being and retention, longitudinal studies examining its multifactorial antecedents remain scarce. This study addresses this gap by adopting a comprehensive, data-driven approach. The aim was to identify which factors predict and co-develop with changes in PTWA across five professional domains: instructional management, teaching organization, teacher–staff interaction, navigating difficult situations, and non-teaching responsibilities.

*Method:* A two-wave longitudinal study was conducted among Czech primary and lower secondary school teachers. Analyses were based on an effective sample of 469 participants (88.5% women;  $M = 46.7$ ,  $SD = 10.0$ ) who completed questionnaires at both time points. Data were collected using the Copenhagen Psychosocial Questionnaire (version III), Teachers' Sense of Efficacy Scale, Shirom–Melamed Burnout Questionnaire, Utrecht Work Engagement Scale, and Teacher Work Ability Scale. Analyses integrated random forests to identify the most influential predictors with confirmatory change-score structural equation modelling ( $\Delta$ -SEM) to test their unique effects on changes in PTWA while controlling for baseline levels. This two-stage analytical design enabled both data-driven exploration and theory-based confirmation, strengthening the robustness and validity of the findings.

*Results:* Results indicate that TSE represents a central personal resource that mobilizes the energy teachers can allocate to everyday professional demands. Both higher baseline TSE and increases over time predicted subsequent gains in PTWA. However, these effects were facet-

specific for TSE and domain-specific for PTWA. Growth in TSE for instructional strategies and classroom management predicted increases in PTWA for instructional management, while higher TSE for student engagement contributed to improvements in PTWA for teaching organization. Moreover, increases in TSE for instructional strategies were associated with higher PTWA in teacher–staff interaction and non-teaching responsibilities, whereas growth in classroom-management TSE predicted gains in PTWA for navigating difficult situations. Supervisor support also emerged as an important predictor, with both baseline levels and positive changes contributing to higher PTWA in teacher–staff interaction. Work engagement was positively related to improvements in PTWA for instructional management, suggesting a reinforcing motivational process. In contrast, physical exhaustion predicted declines in PTWA, particularly in teaching organization and non-teaching responsibilities. Additionally, the ALE plots revealed non-linear associations, including threshold effects for quantitative job demands and curvilinear patterns for burnout, representing a novel contribution, as previous research on PTWA has largely focused on linear relationships. These findings extend the JD-R framework by uncovering complex, non-linear dynamics in the interplay between job demands, personal resources, and work ability. Several theoretically relevant variables, including emotional and cognitive demands, coworker support, sense of community, cognitive weariness, emotional exhaustion and work–life conflict, showed no significant direct effects on PTWA change.

*Conclusion:* Findings support the JD-R model, highlighting the critical role of personal resources, social resources, and work engagement in sustaining teachers' functional capacity. TSE emerged as a central mechanism through which teachers mobilize energy and maintain professional functioning, whereas physical exhaustion represented a key health-impairment process reducing PTWA. From an occupational health psychology perspective, these results underscore the importance of fostering teacher self-efficacy, supportive leadership, and work engagement, as well as preventing physical exhaustion as a pathway to maintaining teachers' work ability. The conference presentation will emphasize the practical implications of the findings and outline strategies for promoting sustainable PTWA.

## **P67**

### **Exploring Work Ability Assessment from the Practitioner's Perspective - Occupational Health Teams Experiences of Implementation**

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*Background:* Work ability assessments are of importance for managers and employees when promoting sustainable working conditions. The assessment often involves several stakeholders with different roles and mandates. The aim of the study was to explore the perspective of work ability assessments from the point of view of the occupational health team.

*Method:* At the time of abstract submission, data included 9 semi-structured focus groups-interviews with occupational health teams that performed work ability assessments on a regular basis. Thematic analysis was used to analyze the data.

*Results:* Preliminary findings indicate that occupational health teams' experiences with implementing work ability assessments are shaped by different types of collaboration. Within the occupational health team, assessing an employee's work ability was considered a challenging task although different tools and measures were at hand. A trustful collaboration in the team enabled all parties to raise their point of view and discuss them exhaustively, which was experienced as a major contribution to the assessment. Collaboration between the

employee, the employer, Human Resources and the occupational health team was experienced by the team as being of great importance. The purpose of the work ability assessment must be clarified and thoroughly discussed before initiating. When all stakeholders were involved in setting the purpose, it was perceived as facilitating the subsequent assessment process. The importance of providing both time and space continuously for the collaboration was highlighted. Physical proximity and other communication options were helpful but did not appear by coincidence. Planning for how the ongoing dialogue and regular meetings should take place between the stakeholders were thus emphasized to be an important part of the collaboration and the structure of the work ability assessment.

*Conclusion (preliminary):* The findings emphasize the value of a well-planned, safe, and ongoing collaboration with HR and managers. Such conditions supported the formulation of measures and decisions that enhanced teamwork in work ability assessments among occupational health teams.

## **P68**

### **The Educator Well-being Program – Improving the Mental Health of U.S. Elementary Teachers**

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*Background:* Pervasively high rates of stress, anxiety, and depression among U.S. teachers hinder their ability to effectively educate and support students. Addressing these challenges requires organizational approaches that prioritize educator voice and workplace well-being. As an adaptation of the Center for the Promotion of Health in the New England Workplace's Healthy Workplace Participatory Program, the Educator Well-being Program is a participatory, evidence-based initiative designed to engage educators and administrators in identifying and addressing workplace factors that affect well-being. We evaluated the program's impact on educator mental health and work-related outcomes compared to control schools not participating in the program.

*Method:* The Educator Well-being Program was implemented across three elementary schools using a collaborative Learn, Plan, Improve process, guided by a trained facilitator. Educator and administrator teams worked together to identify key workplace challenges, design and implement sustainable, school-wide solutions, and evaluate their impact. Six additional schools served as controls. Electronic surveys assessing mental health and work factors were administered during the 2022–2023 (pre-implementation) and 2023–2024 (post-implementation) school years. Paired t-tests were conducted to examine within-group changes over time.

*Results:* Across intervention schools, educators prioritized work overload and disruptive student behaviour as primary stressors. Resulting workplace interventions included enhanced behavioural systems and training, improved communication, increased preparation time, and strengthened community support. Educators in intervention schools demonstrated statistically significant improvements in mental health—specifically reductions in anxiety symptoms ( $p = 0.0299$ )—and in work-related outcomes, including reduced work stress ( $p = 0.0167$ ) and work-to-life conflict ( $p = 0.0011$ ). In contrast, educators in control schools exhibited no improvements and reported a significant increase in intent to leave their jobs ( $p = 0.0382$ ).

*Discussion:* Findings indicate that the Educator Well-being Program effectively improved educator mental health and key work outcomes within one year of implementation. As schools continue to integrate program-driven changes, additional gains in well-being and organizational climate are anticipated. The Educator Well-being Program offers a scalable, participatory framework for schools seeking to strengthen educator well-being and retention through systems-level change.

## **P69**

### **Beyond Effectiveness: Participant Satisfaction and Perceived Value of the Belgian Fedris Burnout Prevention Program**

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*Background:* Burnout represents a major occupational health challenge in Belgium, with substantial personal and organizational consequences. To address this issue, the Federal Agency for Occupational Risks (Fedris) piloted a project for the secondary prevention of burnout, one of the main work-related psychosocial disorders. Previous analyses of the project demonstrated improvements in participants' mental health indicators and provided evidence that the intervention also supported their return to work. Building on these findings, this complementary study explores participant satisfaction, focusing on the perceived quality, accessibility, and usefulness of the intervention. By examining participants' experiences and perceptions, the study aims to generate insights to inform the development and implementation of similar preventive initiatives.

*Method:* Data were collected from 312 participants across the Belgian banking and healthcare sectors who completed a post-intervention satisfaction survey immediately after completing the Fedris program, which comprised up to twelve individual sessions combining psychological and physiotherapeutic guidance. The questionnaire addressed multiple dimensions, including the accessibility and adequacy of facilities, the quality, availability, and coordination of professional support, and the perceived relevance, clarity, and flexibility of the intervention content. Descriptive statistics and frequency analyses were conducted to identify key trends and recurrent patterns of satisfaction, while cross-sector comparisons explored potential differences between the two occupational contexts. The questionnaire also included items assessing participants' willingness to recommend the program and to maintain contact with their assigned professionals.

*Results:* Participants reported high overall satisfaction with the Fedris intervention, with a mean satisfaction score of approximately 8 out of 10. Satisfaction was particularly high regarding the program's structure, accessibility, professional support, and content. The individual-focused elements of the program were perceived as effective in helping participants manage expectations, gain distance from work, and develop a more balanced relationship with their job. In contrast, perceived changes at the organizational level were more limited, with few participants observing modifications in management style or additional workplace well-being initiatives. Satisfaction was largely similar across sectors, with only slight differences: healthcare workers rated scheduling flexibility lower, while banking employees were somewhat more positive about coordination. Notably, around 90% of participants stated they would recommend the program, and approximately 80% indicated they intended to maintain contact with their assigned professionals, reflecting strong perceived value and trust in the intervention.

*Conclusion:* Overall, findings confirm that the Fedris burnout intervention is a relevant, feasible, and acceptable approach for the secondary prevention of burnout. High participant satisfaction highlights the effectiveness of structured, accessible, and professionally supported interventions in meeting participants' needs. By providing a detailed understanding of participants' experiences, these findings offer a valuable foundation for informing the design, adaptation, and implementation of comparable preventive interventions across diverse occupational sectors and organizational contexts. These organizational-level observations also highlight areas for potential enhancement in program design, while supporting the broader dissemination of evidence-based approaches aimed at mitigating burnout and enhancing employee well-being across national settings.

## **P70**

### **Strengthening Emotional Labour Competence in Customer Interactions: Concept and Evaluation Design of a Digital Training Program for Service Workers**

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*Background:* Emotional labour is a core element of service work. Especially in the retail sector, employees are expected to manage their emotions and remain professional in demanding customer interactions. The mismatch between required and felt emotions, combined with the use of dysfunctional emotion regulation strategies, can cause strain and impair well-being and performance. However, few theory-based and empirically proven training programs exist to support employees in their daily emotional labour. To address this gap, we developed an evidence-based digital training program to strengthen emotional labour competencies among service employees, accompanied by a comprehensive evaluation concept.

*Method:* The digital training is based on four core pillars of emotional competence: (1) perceiving emotions, (2) understanding emotions, (3) regulating one's own emotions, and (4) managing customers' emotions. Training methods include psychoeducation, video-based examples, and interactive exercises. The training follows a self-paced learning design and can be easily integrated into daily work routines. The training is developed in co-creation with several retail companies. To ensure training efficacy, the program will be evaluated in a longitudinal study including a waiting control group. Data will be collected from 150–200 employees before, during, and after the training to observe changes over time and to identify effects of the intervention. The evaluation design includes all four levels of the Kirkpatrick model (L1-L4). Changes in emotional competence will be assessed through theory-based performance tests, such as situational judgement tests (SJTs), developed and validated by our team (L2). Behavioural changes in the use of emotion regulation strategies will be measured with short diary entries in which participants describe their emotional experiences and reactions during customer interactions (L3). Changes on the organizational level as well as participants' perceptions of the training's usefulness will be assessed via self-report questionnaires (L1, L4).

*Expected Results:* We expect the training to result in increased abilities across the four pillars of emotional competence (L2). Furthermore, we anticipate greater use of functional and adaptive emotion regulation strategies in daily work (L3). Finally, we anticipate positive effects at the organizational level, such as improvements in well-being, coping with demanding customer interactions, and work satisfaction (L4). Overall, we expect participants to experience the training as engaging, easy to follow, and motivating (L1). Descriptive data from the baseline measurement comparing the waiting control and experimental groups can be presented at the conference for all four evaluation levels, including participants' initial emotional labour competencies, their behavioural patterns during customer interactions, their well-being and work satisfaction, and their initial engagement with the training.

*Conclusion:* This contribution presents the conceptual framework for both the training and its evaluation, showing how their development can and should proceed hand in hand from the start. It demonstrates how a theory-based digital training can be designed and provides insights into the development and validation of the performance tests. The approach offers a foundation for future training development in emotional competence and beyond. The participatory design ensures practical relevance and supports implementation in real workplace settings.

## **P71**

### **Beyond the Individual: A Socially Embedded Model of Job Crafting**

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*Background:* Job crafting is typically defined as the proactive, individual-level changes employees make to their job boundaries. However, this dominant individualistic perspective often overlooks the social context in which crafting behaviours are learned, negotiated, and given meaning. This study challenges the centrality of individual activities, arguing that job crafting is a fundamentally social process, where individuals interact with others, form relationships, and draw on social resources to adapt aspects of their jobs, a process that results in changes in one's work identity and meaning of work. We use the high-demand context of work-related travel (WRT) to explore how jobs are crafted in situ.

*Method:* This study utilized a qualitative, ethnographic design. Drawing on 12 months of immersive fieldwork within a multinational corporation, one of the authors travelled alongside a community of traveling engineers on international factory-building projects. Data was collected through participant observation and the gathering of rich narrative data on their lived experiences. The data was then analyzed using an inductive thematic analysis to identify and categorise core themes, where job crafting emerged as a mode of reducing occupational hazards and their negative impact. Observing job crafting behaviours as they emerged spontaneously from high job demands allowed us to appreciate the context that both necessitates and enables these behaviours.

*Results:* Our analysis reveals that crafting practices (e.g., changing travel behaviours, onsite community-creation) are not isolated inventions but are socially learned and reinforced tactics used to manage shared occupational hazards. We demonstrate how engaging in these shared practices is essential for the formation of a resilient professional identity (e.g., 'the road warrior').

*Conclusion:* This study's primary contribution is a new, socially embedded model of job crafting. We argue that the motivations for crafting extend beyond individual needs, such as reducing demands, to include fundamental social needs for belonging. Further, we show that the ways in which individuals craft are often learned from and influenced by other organizational members, therefore, happening not only proactively but also reactively to the social context and its pressures. Finally, we demonstrate that the outcomes of work identity and meaning of work formation are nuanced and strongly social, signalling membership in occupational or professional groups.

## **P72**

### **Leadership Training for Fostering Telework-Life Balance in Hybrid Settings**

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*Background:* Leaders play a significant role in the well-being of workers in remote or hybrid work settings. Offering supportive and flexible environments that strike a balance between

teleworking and personal life might create the most appropriate context for men and women teleworkers. Remote and hybrid work arrangements require leaders to manage virtual distance effectively through a combination of emotional skills and digital tools. Thus, designing interventions that could help leaders develop competencies for fostering telework-life balance might be of great value in today's companies. Objective: This study evaluates the effectiveness of a training program designed to develop leaders' digital leadership competencies, aiming to foster a balance between teleworking and personal life. The program combines orientation toward the development of active listening and empathy, promoting work-life balance, and support for disconnecting from work.

*Method:* We obtained data from 107 leaders across 18 companies in Spain and Colombia, spanning two time points (pre- and post-training). Leaders were randomly assigned to control and experimental conditions under a waiting list protocol. Two months after all the participants completed the training, we conducted a third data collection. Comparisons between T1 and T2 were made between those leaders completing the program (31) and leaders in the control group (72). Repeated measures ANOVA were conducted to test the effectiveness of the intervention.

*Results:* Results showed no significant global differences between the control and experimental groups in leaders' competencies immediately after training. Although the experimental group presented higher levels, they did not raise the significance level. However, the flexibility of teleworking and the perception of voluntariness were found to play a moderating role. Leaders in the experimental group, who perceived telework as a consensual decision with their organization and with higher levels of place flexibility, showed higher increases in competence than their counterparts in the control group. We also found significant differences in leaders' perceptions of telework-life conflict. Those perceptions decreased in the experimental group while remaining at similar levels in the control group. Moreover, significant differences were found when comparing pre- and post-training levels of leadership competencies (T1-T3) with the whole sample.

*Conclusion:* The study contributes to leadership theory by providing empirical evidence on the effectiveness of digitalized leadership competency training and its impact on the development of leadership competencies for fostering telework-life balance.

### **P73**

#### **Advancing Mental Health at Work through Integrative Prevention: Development and Validation of an Assessment Tool**

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*Background:* The contemporary world of work is facing numerous challenges that are evolving faster than ever, such as the digital shift and the intensification of remote work. These rapid transformations challenge organizations to implement new prevention approaches to maintain workers' health, particularly regarding mental health. Integrative prevention at work is a promising and innovative approach to promoting mental health and preventing occupational health and well-being issues. Integrative prevention at work can be operationalized through its five defining characteristics (e.g., holistic vision of health, coordination of preventive actions). However, no tool currently exists to support organizations in the practical implementation of integrative prevention at work, which constitutes a major barrier to its operationalization.

Developing a self-administered assessment tool to measure the presence of these characteristics represents a critical first step. This project aims to develop and do a first validation of an assessment tool measuring the five characteristics of integrative prevention at work.

*Method:* Following a research design for the development of an assessment tool, this project focuses on two steps: (1) the generation of items, rating scales, and instructions, and (2) validation of the content of the tool. The components of the scale were developed based on the results of a scoping review recently conducted by our research team. Ten experts are being recruited to assess the content validity of the tool using a four-point Likert scale, evaluating the representativeness, relevance, and clarity of each item. Content Validity Index (CVI) scores are calculated for all items.

*Results:* A total of 96 items were developed and distributed across five subscales, each corresponding to one characteristic of integrative prevention at work. For example, to assess the holistic vision of health, the following item is proposed: *“In my organization, relevant stakeholders provide workers with resources to recognize and prevent early signs of psychological distress.”* The tool is designed to assess the frequency with which each item is present in the organization where respondents work, using a seven-point ordinal scale ranging from “always” to “never.” The preliminary version of the tool has since been submitted to the second step, which is currently ongoing and will be completed by the time of the presentation. Preliminary results indicate that 77 items are acceptable (CVI > 0.80), 6 require adjustments (CVI between 0.70 and 0.79), and 13 should be removed (CVI < 0.70). At this stage, the overall CVI score is 0.88, which is considered acceptable. These findings will inform a revised version of the tool, which will subsequently undergo further evaluation in future research.

*Conclusion:* This project introduces the first assessment tool designed to help organizations assess the presence of key characteristics of integrative prevention at work, representing a critical step toward its practical implementation. By systematically measuring these five characteristics, the tool enables organizations to identify strengths and gaps in their preventive practices influencing workers’ mental health and well-being, and to adapt their practices accordingly. It will provide a foundation for evidence-based evaluation of integrative prevention initiatives, supporting both organizational decision-making and research in organizational psychology.

## **P74**

### **Beyond Perception: Measuring and Validating Usable Autonomy at Work**

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*Background:* Job autonomy is a core work design resource that can affect individual learning, motivation and health. However, the existing literature on the effects of high autonomy is inconclusive. Some studies report positive findings, while others indicate adverse outcomes, especially for health. Conventional measures assess objective or perceived autonomy but often overlook whether employees can use it in daily work. Drawing on Action Regulation Theory (Hacker, 2023; Frese & Zapf, 1994), we argue that effective self-regulation depends not only on perceiving autonomy but on translating it into goal-directed action. We propose that regulation obstacles (e.g., high work intensity, information deficits, limited resources) and regulation prerequisites (e.g., skills) press autonomy’s benefits. Drawing on Daniels’ (2006) distinctions, we present and validate a measure of ‘usable autonomy’. This concept is defined as the intersection of perceived autonomy and its enactment, depending on the contextual conditions of work.

*Method:* We developed a scale of usable autonomy by adapting established autonomy items (Nijp et al., 2015; Richter et al., 2000) to reflect usability under hindrances. An index for usable autonomy (autonomy minus hindrances) is computed. Study 1 (N = 1096). Usable autonomy was operationalised with two hindrances categories (time pressure and missing information). We assessed reliability, construct validity, and incremental prediction of depression and vital exhaustion. Findings informed item refinement and expanded hindrance coverage. Study 2 (ongoing; N = 219). Using the revised scale, we cover a broader set of hindrances (time pressure, information, skills, material resources). We examine reliability, construct validity and incremental validity for engagement and motivation and conduct qualitative validation via open-ended responses. Across studies, we used correlations and hierarchical regressions to test incremental variance explained ( $\Delta R^2$ ) beyond perceived autonomy.

*Results:* Preliminary findings indicate that usable autonomy explains variance beyond perceived autonomy. In Study 1 (N = 1,096), usable autonomy added variance in vital exhaustion ( $\Delta R^2 = .02$ ,  $p < .01$ ) and depression ( $\Delta R^2 = .01$ ,  $p < .05$ ). In Study 2 (ongoing; current N = 219), the revised scale showed high internal consistency ( $\alpha = .89$ ). Usable autonomy correlated with engagement ( $r = .35$ ) and intrinsic motivation ( $r = .34$ ) and inversely with amotivation ( $r = -.22$ ). Hierarchical regressions supported incremental validity for engagement ( $\Delta R^2 = .03$ ,  $p < .001$ ), intrinsic motivation ( $\Delta R^2 = .02$ ,  $p < .05$ ), and amotivation ( $\Delta R^2 = .06$ ,  $p < .001$ ). Overall, the ability to enact autonomy predicts both well-being and motivation, consistent with Action Regulation Theory. Additional psychometric and structural analyses will be finalized before submission.

*Conclusion:* Usable autonomy refines job autonomy by integrating perception with enactment under real work constraints. Across studies, it adds predictive value for health and motivation. Although incremental effects are rather small, they are obtained over and above perceived autonomy and thus reflect unique enactment-related variance with practical relevance for job redesign. Practically, it offers a sharper indicator for psychosocial risk assessment and intervention focusing on barriers to using autonomy, rather than its mere presence. Next, we will distinguish between pathways of outcomes that respond to the availability of autonomy and those that require usability for effects to emerge.

## P75

### **DPQ-Short: A Research-Based Questionnaire for Psychosocial Risk Assessment**

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*Background:* Questionnaires are important tools for psychosocial risk assessment in contemporary workplaces. In order to enhance working conditions and employee well-being, it is important that high quality, research-based risk assessment tools are available. The National Research Centre for the Working Environment (NRCWE) has developed the Danish Psychosocial Work Environment Questionnaire (DPQ) for surveying and analyzing psychosocial working conditions and employee well-being. NRCWE has developed a workplace-oriented version of the DPQ (DPQ-Workplace Questionnaire), which deploys 88 questions to assess 30 dimensions of the psychosocial work environment and employee well-being. Overall, workplaces' experiences with the DPQ-Workplace Questionnaire have been positive, but there are also clear indications that many users find the questionnaire quite extensive, which may pose a barrier to its broader use. Accordingly, the aim of the study was to develop a shorter version of the DPQ, called DPQ-Short.

*Method:* We performed comparative psychometric analyses on the DPQ-Workplace Questionnaire and the DPQ-Short in cross-sectional (correlation analysis) and prospective analyses. We prospectively analyzed associations between measures of the DPQ-Workplace Questionnaire and the DPQ-Short and three outcomes ('Overall satisfaction with the psychosocial work environment', 'Onset of depressive disorder' and 'Long-term sickness absence (a register-based outcome)'), using linear regression analysis, logistic regression analysis and Cox regression analysis, respectively. All analyses were conducted on survey data collected for the validation study for the DPQ (Clausen et al., 2019). We also tested the DPQ-Short at seven small companies and conducted qualitative interviews with representatives from the seven workplaces to learn about their experiences with DPQ-Short.

*Results:* DPQ-Short comprises 23 questions measuring 23 dimensions of the psychosocial work environment and well-being in the workplace. Overall, our quantitative analyses suggest that the DPQ-Short, compared to the DPQ-Workplace Questionnaire, provides a satisfactory assessment of the psychosocial working conditions and employee well-being. The results showed that the questions collected for the DPQ-Short correlated satisfactorily with the multi-item scales from the DPQ-Workplace Questionnaire and that the prospective associations between the questions from the DPQ-Short and the three outcomes compared satisfactorily with the associations between the multi-item scales from the DPQ-Workplace Questionnaire and the three outcomes. The results from the qualitative analysis suggests that the seven workplaces found the DPQ-Short useful for psychosocial risk assessment and that the reporting format developed for the DPQ-Short also supported the workplaces in their subsequent efforts to use results from the risk assessment for work environment improvements.

*Conclusion:* The findings of this study indicate that the DPQ-Short offers a useful alternative to the DPQ-Workplace Questionnaire. The advantage of using extensive questionnaires are that they provides more precise measurements, while the benefit of the DPQ-Short precisely is its brevity, making it a more accessible and manageable instrument for psychosocial risk assessment—both for organizations and for individual employees. This research contributes to providing workplaces with a validated tool for psychosocial risk assessment, and, in conclusion, the DPQ-short may prove useful for workplaces in their efforts to improve psychosocial working conditions and employee well-being.

## **P76**

### **Assessing Wellness Climate in First Responder Agencies: Psychometric Evaluation of a New Brief Scale**

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*Background:* First responders face routine occupational stressors that heighten their vulnerability to mental health challenges. Beyond critical incident exposure, factors such as organizational support, leadership, and workplace policies play a central role in shaping well-being. The concept of wellness climate reflects individuals' perceptions of how their work environment supports psychological and physical health through its norms and organizational practices. Evidence suggests that these organizational factors have a critical influence on well-being. Thus, assessing wellness climate is essential to understanding how the interplay of stressors and resources within organizational settings influences the overall health and resilience of first responders. This study introduces the development and initial validation of a

brief wellness climate measure. Developed from the literature and expert input, the original seven-item scale assesses perceptions of organizational support, leadership practices, and policies related to health and well-being within the department.

*Method:* We collected data from first responders ( $n = 137$ ) across two law enforcement departments in the southeastern United States, as part of implementing a department-wide wellness checks program. The wellness checks are a preventive strategy that integrates a brief self-report screening survey with individualized feedback sessions, conducted either virtually or in person by licensed clinicians. Because the wellness checks are designed to maintain anonymity, only minimal demographic information was gathered to encourage participation and ensure comfort during the one-on-one conversation with the licensed clinician. We conducted an exploratory factor analysis using principal axis factoring to examine the internal structure of the wellness climate scale. Subsequently, we performed reliability analyses to assess the consistency of the resulting factors. Additionally, we assessed the associations between wellness climate perceptions and key indicators of health and well-being, including burnout, anxiety, and depression.

*Results:* The factor analysis of the 7-item scale revealed a two-factor solution, with the first factor explaining 47% of the variance. Only two items loaded onto the second factor, both reflecting social support; therefore, these items were removed. Reliability analysis of the remaining five items indicated good internal consistency (Cronbach's  $\alpha = .85$ ). Correlational analyses showed that the wellness climate scale was significantly associated with burnout ( $r = -.311, p < .001$ ), anxiety ( $r = -.314, p < .001$ ), and depression ( $r = -.204, p = .017$ ).

*Conclusion:* These items were developed to assess the wellness climate within the organizations, defined as first responders' shared perceptions of how their work environment supports health and well-being. The items capture key dimensions of this climate, including organizational and leadership support, flexibility of policies to meet personal and professional needs, supervisory concern for employee well-being, and access to help and resources. Collectively, they reflect the extent to which the department fosters a supportive and caring environment. The resulting 5-item scale offers a brief, practical measure for assessing wellness climate and informing the design of targeted interventions.

## **P77**

### **Job Demands–Resources Framework-Informed Evaluation of Work-Related Stress in Retail and Cleaning Services: Development and Preliminary Validation of an Ad-Hoc Questionnaire in Belluno, Italy**

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Using the Job Demands–Resources (JDR) model as a theoretical scaffold, this research aimed to develop and preliminarily validate a sector-specific instrument to assess work-related stress (WRS) in the large-scale retail and cleaning services sectors in the province of Belluno, Italy. Insights from the focus groups informed the design of a sector-specific questionnaire, which combined validated measures from the literature with newly developed, ad hoc items. We conducted focus groups with workers and stakeholders (retail:  $n = 32$ ; cleaning:  $n = 11$ ) to extract context-relevant themes that informed item selection and scale operationalization. The resulting questionnaire combined validated scales (e.g., HSE, GHQ, Burnout) and ad-hoc items. The psychometric evaluation included item analysis, McDonald's Omega for reliability, confirmatory factor analyses (CFAs) for construct validity, and criterion-related analyses (correlations with burnout, health, and performance). The results are exploratory and will need further and more complete analysis. For retail, the analysis is based on 287 valid responses. Mean scores showed elevated cognitive demands ( $M=4.94/7$ ) and substantial workload

( $M=4.69/7$ ); critical scores of emotional exhaustion with clients  $M=3.57/7$  and physical demands  $M=4.12/7$  were also shown. Reliability coefficients were generally high (e.g., workload  $\omega=0.86$ ; cognitive demands  $\omega=0.84$ ; engagement  $\omega=0.94$ ). Burnout correlated positively with workload (.57) and work–family conflict (.63) and negatively with health (–.55) and performance (–.45).

In the cleaning sector ( $n = 74$ ), results showed that workload and cognitive demands were also critical (workload  $M = 3.74$ ; cognitive  $M = 4.04$  on a 1–7 scale), while physical demands were high ( $M = 5.08/7$ ). Burnout was also a critical issue ( $M=3.81$ ), and there was a high intention to leave the organization ( $M=3.33$ ). Psychometric indices indicated acceptable to strong reliability across key scales. The JDR-informed, context-tailored instrument demonstrates promising reliability and initial construct/criterion validity. Preliminary data reveal sector-specific risk profiles (e.g., high cognitive load in retail sectors; pronounced physical demands and concerns about safety/communication in cleaning services). These findings are exploratory; further multivariate analyses, subgroup comparisons, and longitudinal validation are ongoing to refine the tool and inform targeted interventions.

## P78

### **Measuring the (Mis-)Match: Validation of the Balance-Match Index as an Indirect Resource-Based Approach to Work-Nonwork Balance**

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*Background:* Research on work–nonwork balance (WNB) has expanded considerably in recent decades. Definitions range from the absence of conflict to the presence of satisfaction, engagement, or fit between life domains. Existing measures have mainly treated WNB as a relatively stable, trait-like construct that captures general perceptions of integration between work and nonwork roles. While this perspective offers valuable insights, it provides only a limited view of short-term dynamics in balance experiences. Initial evidence suggests that perceptions of balance may fluctuate daily, yet empirical research on such within-person variability remains scarce. Combining recent theoretical developments from fit-based and resource-oriented perspectives with a dynamic view of WNB, the present research introduces the *Balance-Match Index (BMI)* – an indirect, multidimensional, and temporally sensitive measure of WNB. The BMI conceptualizes balance as the fit between actual and desired allocations of three core personal resources – time, attention, and energy – across work and nonwork domains and expands existing approaches by allowing the analysis of daily patterns of perceived (mis)fit.

*Method:* The research followed a multi-stage design combining qualitative exploration, cross-sectional validation, and daily-level analysis. In a first step, we conducted semi-structured interviews to examine participants' understanding of the BMI items and to ensure conceptual clarity. Insights from this phase were used to refine the wording and structure of the BMI. Subsequently, a cross-sectional study was conducted to examine the nomological network of the BMI at the trait level. This network was replicated in a second sample and extended with an experience sampling phase designed to explore the same associations at the daily level. We used both network correlation and response surface analyses to evaluate the construct and predictive validity of the BMI at trait and daily levels.

*Results:* Across both samples, BMI demonstrated the expected correlations with established measures of WNB and well-being-related outcomes, supporting its nomological validity. Results from the response surface analyses mostly supported the presence of congruence effects at both trait and daily levels, indicating that greater alignment between actual and desired resource allocations was associated with higher WNB and well-being.

*Conclusion:* Overall, the results indicate that the BMI is a valid and useful tool for assessing both trait and daily WNB. Grounded in fit-based and resource-oriented perspectives, its multidimensional and dynamic design offers new opportunities to examine short-term changes in resource (mis)fit and to advance theoretical understanding of WNB as a fluctuating, person-specific experience linked to employees' well-being.

**P79**

### **The Dawn of the Workday: The Nature of Morning Routines and Their Relationship to Reattachment**

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*Background:* Before the first email is sent or the first meeting begins, the (work)day has already started. The transition between home and work represents a psychologically meaningful time that shapes employees' experiences, well-being, and performance during the workday. While previous research has mostly focused on the transition from work to nonwork after the workday, little is known about how employees intentionally prepare to re-engage with work each morning. Based on the idea that routines facilitate the transition between different areas of life, this study explores morning routines and their transition to work. More specifically, we examine the role of morning routines as a psychological anchor of reattachment to work—the process of mentally reconnecting to one's work before starting to work. Drawing on the work-home resource (W-HR) model, we conceptualize morning routines as daily mechanisms for resource transition, converting recovery-based personal resources (e.g., energy) accumulated during nonwork hours into work-oriented cognitive and motivational resources that help to mentally reconnect to work. In doing so, we aim to identify which morning routines—and their potential disruptions—facilitate or hinder reattachment to work. Furthermore, we consider how contextual conditions (e.g., working from home), (job) resources, and (job) demands might influence the success of daily resource transitions. The study extends current understanding of how employees manage the flow of resources from nonwork to work, especially in the morning.

*Method:* This exploratory study uses semi-structured interviews with employees in Germany who work at least 20 hours per week and have no shift work. Approximately 30 interviews will be conducted by the end of 2025. Data will be analyzed using Thematic Analysis (Braun & Clarke, 2006), combining deductive and inductive approaches to balance theoretical sensitivity with openness to new insights. To increase reliability and interpret depth, four independent coders will participate in the coding process.

*Results:* Analyses will identify categories and patterns of morning routines, their links to reattachment, and contextual moderators influencing resource transition. The final results will be available at the time of the conference.

*Conclusion:* This study aims to reframe the start of the day as an active, resource-based process rather than a passive transition. By revealing how morning routines enable employees to transit from nonwork to work in the morning, the study offers theoretical and practical insights for employees and organizations seeking to foster smoother, more effective daily transitions between different areas of life.

**P80**

### **Linking Work-Life Interface with Stress and Flow: Insights from a Diary Study Using Wearable Technology**

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*Background:* Boundaries between work and private life are becoming increasingly blurred in today's working world. Consequently, the concept of work-family conflict has gained significant

research attention, describing how demands from one domain can interfere with participation in another. Extending this construct to work–nonwork conflict provides a more inclusive framework that captures tensions between work demands and private roles beyond traditional family settings. Prior research has consistently linked work–family conflict to adverse outcomes, such as burnout, reduced job satisfaction, and diminished well-being. However, evidence on how such conflicts manifest in physiological stress responses remains scarce. Conversely, work–family enrichment, a positive spillover between life domains, has been linked to lower stress, enhanced well-being, and greater positive affect. The present study examines how perceived work–nonwork conflict and enrichment relate to psychological stress and physiological stress indicators, specifically heart rate variability (HRV), in a real-world setting using wearable technology. Moreover, we explore the relationship between work–nonwork enrichment and flow, and how daily social support acts as a potential buffer in these work–nonwork dynamics.

*Method:* A two-week diary study was conducted with working adults employed at a large Austrian institution. Participants ( $\geq 28$  hours/week employment) continuously wore a smartwatch (Garmin Vivosmart 5) and completed short daily surveys via smartphone app assessing daily stress, flow, social support, and work–nonwork interference and enhancement. HRV indices (SDNN, RMSSD, LF/HF ratio) were extracted from the wearable device (via “Fitrockr” platform). In addition to the daily measures, baseline data were collected on work–nonwork interference and enhancement, social support, flow, perceived stress, and segmentation preferences, as well as demographic and health-related data, to control for individual differences. Using multilevel modelling, both within-person fluctuations and between-person differences across the two-week observation period are being captured.

*Results:* We collected data from  $N = 55$  employees (27% male, 71% female, 2% non-binary) between 22 and 64 years ( $M = 39.16$ ,  $SD = 10.84$ ). Findings shed light on the extent to which work–nonwork interference is associated with both psychological and physiological stress indicators, how work–nonwork enhancement buffers stress and promotes positive daily experiences such as flow, and how social support moderates these relationships.

*Conclusion:* By integrating self-reported and wearable-based measures, this study provides ecologically valid insights into occupational stress processes and demonstrates the potential of consumer wearable devices for advancing research in occupational health psychology.

## P81

### **Close Ties, Clear Boundaries? Effects of Boundary Preference Fit Between Workplace Friends on Job Satisfaction, Role Conflict, and Work-Life Balance**

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*Background:* Work roles such as that of a colleague and private roles such as that of a friend are usually prevalent in different places and with different people (cf. Ashforth et al., 2000); but having workplace friendships, which are “informal relationship[s] between current coworkers” (Pillemer & Rothbard, 2018, p. 367), unites both work roles and private roles in the same place and with the same people. Prior research has mostly examined consequences of the mere existence of workplace friendships (e.g., Fasbender et al., 2023; He et al., 2022); the consequences of specific characteristics of workplace friendships, however, have received less attention. We refer to boundary theory (Ashforth et al., 2000) and person–environment fit theory (Kristof, 1996) to examine the outcomes of one characteristic of workplace friendships, namely the boundary preference fit. According to Kreiner et al. (2009), an incongruence between one’s boundary preference and the boundary supply in one’s environment leads to more boundary

violations and thereby to detrimental effects like work-home conflict. In workplace friendships, differing boundary preferences can lead to tension and boundary violations (cf. Morrison & Nolan, 2007). A fit between the boundary preferences of workplace friends, however, means higher boundary congruence and should thus lead to desirable outcomes, such as greater job satisfaction, greater satisfaction with work-life balance, and lower role conflict. A higher boundary preference fit with fewer tension and boundary violations should further foster friendship closeness and boundary control, which we expect to mediate the relationship of the boundary preference fit with job satisfaction, satisfaction with work-life balance, and role conflict.

*Method:* To test our hypotheses, we currently conduct a dyadic (two workplace friends) time-lagged online study with three measurement points (T1, T2, T3), each one week apart. At T1, participants answer a questionnaire regarding the independent variables, control variables, and demographics and state three workplace friends, one of which is drawn at random and invited by the first participant. At T2, participants answer questions regarding mediating variables, and at T3, regarding dependent variables. The workplace friend invited by the first participant takes part in the same three measurement points.

*Results:* The data collection (current N = 17 dyads) will be finished, and the results will be available before June 2026. We expect that a better boundary preference fit between two workplace friends will be related to better job satisfaction and satisfaction with work-life balance and to lower role conflict. We expect these relationships to be mediated through better boundary control and a closer friendship.

*Conclusion:* Because workplace friendships unite work roles and private roles (cf. Ashforth et al., 2000), they should be examined in the context of boundary theory. With this study, we contribute to research on boundary theory in including workplace friendships and to research on workplace friendships in considering them within the framework of boundary theory and person-environment fit theory. We expect our results to be helpful for understanding the relevance of boundary preference fit between workplace friends for satisfaction, work-life balance, role conflict, and boundary management in general.

## **P82**

### **Crafting the Transition Home: Daily Needs-Based Job Crafting, Detachment from Work, and Reattachment in Parents Returning to Work**

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*Background:* Returning to work after parental leave is a demanding, yet understudied transition marked by heightened work-family conflict and elevated risk of parental exhaustion (burnout). This study aims to examine how daily workplace strategies help parents protect and restore physical/cognitive resources and thereby reduce same-day parental exhaustion in the evening. Grounded in the Integrative Needs Model of Crafting, we focus on needs-based job crafting, defined as deliberate efforts to satisfy core psychological needs during the workday (e.g., detachment, recovery). We investigate how these crafting efforts relate to two cross-domain processes assessed before leaving work: psychological detachment from work and psychological reattachment to household demands, a new construct we define as the proactive mental shift of attention, goals, and emotional focus toward household responsibilities. We propose that daily needs-based job crafting enhances psychological need satisfaction at work, which can provide the cognitive resources needed to detach from work and reattach (prepare for) to household responsibilities; together, these resource-protecting and mobilizing processes are expected to reduce exhaustion when parents are home.

*Method:* This project is currently ongoing as part of a broader study on parents returning to work, with recruitment expected to finish in January 2026. We aim to have 300 parents (men and women; 63 to date) who have returned to work within the last year following at least five weeks of parental leave. Using a 4-day, 3-times-per-day diary design, participants will complete online questionnaires at midday (T1), late afternoon as work is ending (T2), and in the evening (T3). Data will be analyzed using multilevel structural equation modelling (MSEM) to test within-person paths and indirect effects from T1 crafting to T3 parental burnout via T2 processes, while accounting for between-person differences.

*Anticipated Results:* Preliminary results are encouraging and tend to support our suggested hypotheses: (1) greater morning needs-based job crafting will be associated with lower parental burnout in the evening, (2) greater levels of detachment from work and reattachment to home in the late afternoon will each predict reduced evening parental burnout, and (3) the effects of morning needs-based job crafting on evening parental burnout will be mediated by increased detachment from work and reattachment to home later in the day. Full analyses are expected to be completed by February 2026.

*Conclusion:* By integrating the Integrative Needs Model of Crafting and the novel construct of reattachment to home, our study advances theory on cross-domain resource processes and will help identify concrete, daily strategies that may help parents during their critical transition back to work.

### **P83**

#### **Measuring Working-Time Quality in Elderly Care: Development and Psychometric Validation of the Dutch Work Time Control and Work Hours Satisfaction Scales**

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*Background:* Rotating shifts, nights and weekends make working-time quality central to well-being and retention in elderly care. Existing instruments overlook sector-specific levers (e.g., weekend/night rostering and protected breaks). We develop and validate two Dutch scales; Work Time Control (WTC) and Satisfaction with Work Hours (SWH) tailored to elderly care.

*Hypotheses:* We will test whether: (H1) A two-factor model (WTC, SWH) fits better than a one-factor model. (H2) WTC and SWH show discriminant validity from each other and from general job control. (H3) Criterion validity: higher WTC/SWH relate to higher job satisfaction, better person–environment fit, and lower need for recovery. (H4) Incremental validity: WTC/SWH explain variance in outcomes beyond antecedents (e.g., work ability, demographics, general job control).

*Method:* We have conducted a cross-sectional online survey of N = 200 Dutch elderly-care workers (nursing homes, residential, home care). New WTC items assess perceived influence over (a) days worked, (b) shift duration, (c) start and (d) end times, (e) weekend shifts, (f) night shifts, and (g) taking breaks; SWH indexes satisfaction with opportunities to influence hours. Additional measures: job satisfaction, need for recovery, person–environment fit, work ability, general job control, and demographics. Confirmatory factor analysis (AMOS with SPSS 26.0) assesses model fit (CFI/TLI, RMSEA, SRMR), reliability ( $\alpha/\omega$ , CR, AVE), and, where feasible, measurement invariance across roles/shift patterns. Correlations test criterion relations; hierarchical regressions examine incremental validity.

*Conclusion:* We anticipate support for a robust two-factor structure with good reliability and meaningful links to satisfaction, recovery, and fit. If confirmed, the Dutch WTC and SWH scales provide concise, context-specific tools for diagnosing working-time quality and informing scheduling interventions (e.g., weekend/night distribution and protected breaks) to strengthen workforce sustainability in the elderly care.

#### **P84**

### **How Workplace Mistreatment Undermines Next-Day Work Meaningfulness: The Role of Daily Emotional Exhaustion and Person-Level Job Burnout**

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*Background:* Work meaningfulness, a central component of eudaimonic well-being, is essential for sustaining overall well-being as well as positive job attitudes and performance. Experiencing work meaningfulness requires cognitive and emotional effort that draws on employees' psychological resources. When these psychological resources are threatened, employees may find it difficult to fully engage in the meaning-making process. Among such threats, workplace mistreatment is a particularly prevalent interpersonal stressor that can trigger emotional exhaustion, a state of depleted psychological resources. Considering that workplace mistreatment varies considerably from day to day, its daily fluctuations have important implications for employees' psychological resources and construction of work meaningfulness. Following this reasoning, we hypothesized and tested that daily workplace mistreatment diminishes next-day work meaningfulness via emotional exhaustion. Moreover, based on the loss spiral principle of Conservation of Resources theory, we tested a cross-level moderated mediation model in which person-level job burnout exacerbated the exhaustion-meaningfulness pathway, thereby strengthening the negative indirect effect of daily mistreatment on work meaningfulness.

*Method:* Daily diary data were collected from 286 registered nurses, resulting in 3,917 daily observations. Workplace mistreatment and emotional exhaustion were measured at the end of the scheduled work day, whereas work meaningfulness was assessed the following work day. We utilized multilevel structural equation modelling (MSEM) to test our hypothesized model.

*Results:* As expected, daily workplace mistreatment from patients/caregivers, supervisors, and coworkers significantly increased emotional exhaustion, thereby reducing next-day work meaningfulness. Moreover, this mediation effect was significantly stronger for employees with higher person-level job burnout. This indicates that nurses with higher chronic burnout are more vulnerable to the detrimental effects of daily mistreatment on work meaningfulness through resource depletion.

*Conclusion:* Our findings show that daily workplace mistreatment and chronic burnout jointly strain employees' psychological resources, ultimately hindering their ability to construct a sense of meaningfulness in their work. These findings highlight the central role of psychological resources in employees' experience of work meaningfulness.

#### **P85**

### **When Voice is Not 'Good' and Silence is Not 'Bad' for Employee Well-being: The Effects of Change and Support on Individuals.**

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*Background:* Organizations introduce policies and procedures to encourage employees to exercise voice, however, silence about workplace issues of concern is still prevalent in

workplaces today. Existing knowledge suggests that silence is not entirely detrimental. However, there is no empirical study to show under what contexts silence is beneficial to the individual. In addition to that, voice may not always be beneficial though scholars may contend the benefits of employee voice. This study investigates when and how employee silence and voice influence individual psychological well-being. Specifically, it examines the effects of perceived change and perceived support on employee psychological well-being. By considering two contrasting cultures, the UK and Malaysia, this study investigates if there is cultural variation of the impact of remaining silent and speaking up about workplace issues of concern to individuals.

*Method:* This is a cross-sectional study with the participation of 340 employees from two countries (UK=182; Malaysia=158). The participants were working age adults, either a British citizen working in the UK or a Malaysian citizen working in Malaysia and were reporting to a line manager on a full-time paid employment basis by an organization. A series of descriptive and inferential statistical analyses were conducted (independent samples t-tests and moderated regression analyses).

*Results:* Psychological well-being is better when there is perceived change as a result of voice compared to when there is no perceived change as a result of silence (UK:  $t(127)=2.05$ ,  $p<0.05$ ,  $d=0.373$ ; MY:  $t(89)=3.97$ ,  $p<0.01$ ,  $d=0.927$ ). There is no significant difference in psychological well-being when participants experience no change as a result of voice and silence (UK:  $t(98)=1.89$ ,  $p>0.05$ ,  $d=0.442$ ; MY:  $t(40)=.98$ ,  $p>0.05$ ,  $d=0.303$ ). For the UK, there is a significant interaction effect between prosocial silence and perceived supervisor support ( $b= -.12$ ,  $t(97)= -2.89$ ,  $p=.005$ ), and pro-self silence and perceived organizational support ( $b= -.09$ ,  $t(97)= -2.06$ ,  $p=.042$ ) on psychological well-being. There are no significant interactions between silence and perceived support on psychological well-being for the Malaysia sample.

*Conclusion:* This study investigated the influence of both silence and voice on employee psychological well-being. It provides the context for when silence is beneficial, and voice is detrimental to employee psychological well-being. Voice in itself is not psychologically beneficial. Employees experience better psychological well-being when they perceive change after speaking up about concerns, irrespective of culture. Remaining silent about concerns has psychological benefits for British employees, but not Malaysian employees.

## **P86**

### **Does Psychological Detachment Help Employees ‘Step Up’ at Work? Examining the Impact of Evening Psychological Detachment on Next-Day Recovery and Work Behaviours**

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The study of how employees recover from work has recently received increasing attention, beyond previous research on the adverse effects of work stress (Sonnentag et al., 2022). More recent work in this area has built upon foundational correlational studies to begin addressing the day-level dynamic processes experienced by employees (Sonnentag et al., 2022). The present study contributes to the investigation of dynamic recovery experiences as they relate to employee work performance and behaviour. Recovery entails “unwinding and restoration processes during which a person’s strain level that has increased as a reaction to a stressor or any other demand returns to its prestressor level” (Sonnentag et al. 2017, p. 366). Sufficient work recovery hinges on psychological detachment – mentally distancing oneself from work during nonwork time (Sonnentag & Fritz, 2007). The effort-recovery model (ERM; Meijman & Mulder, 1998) posits that once employee exposure to demands decreases at the end of their workday, they can recover, with the absence of demands being crucial for recovery. Prior work

has suggested the importance of recovery for task and proactive performance, as well as organizational citizenship behaviour (OCB; e.g., Binnewies et al., 2009; Sonnentag, 2003). We build upon these findings and use the ERM, hypothesizing that evening psychological detachment positively predicts next-morning recovery (H1). We also examine outcomes of this relationship, hypothesizing that psychological detachment will have a positive indirect effect on next-day work performance (H2), proactive behaviour (H3), and OCB (H4), and a negative indirect effect on counterproductive work behaviours (H5), through next-morning recovery.

Experience sampling methodology was utilized, with 110 participants completing an online baseline and three daily surveys for 10 days. The sample was 71% women, 88% White, 34.36 average years of age (SD = 7.39), working an average of 45.25 hours per week (SD = 7.79).

We used multilevel modelling to analyze the data. Evening psychological detachment did not significantly predict next-day morning recovery, failing to support Hypothesis 1 ( $b = 0.03$ ,  $SE = 0.03$ ,  $p = 0.401$ ). The indirect effect of psychological detachment on job performance via morning recovery was not significant,  $b = 0.003$ , 95% CI[-0.003, 0.007]; thus, Hypothesis 2 was not supported. Similarly, the indirect effect of psychological detachment on proactive behaviour via morning recovery was not significant,  $b = 0.006$ , 95% CI[-0.006, 0.014]; thus, Hypothesis 3 was not supported. The indirect effect of psychological detachment on OCB via morning recovery was also not significant,  $b = 0.003$ , 95% CI[-0.003, 0.006]. As such, Hypothesis 4 was not supported. Finally, the indirect effect of psychological detachment on CWB via morning recovery was not significant,  $b = -0.002$ , 95% CI[-0.004, 0.002]. Hypothesis 5 was not supported. Our results indicate that evening psychological detachment does not significantly impact next-day morning recovery or work behaviours. Future research should examine whether other recovery experiences (e.g., mastery experiences, control) predict next-day work behaviours, and, if so, why those experiences are uniquely related to work behaviours like those examined in this study.

## **P87**

### **Working in a 'Foreign Language': Communication, Identity, and Inclusion for Autistic Employees**

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*Background:* Autistic adults continue to face disproportionately low employment rates worldwide, yet far less is known about their everyday workplace experiences- particularly the relational and team-level dynamics that shape inclusion, psychological safety, and well-being. While organizational literature increasingly emphasizes neurodiversity as both a moral and strategic imperative, most research focuses on individual accommodations or macro-level policy rather than the social interactions that unfold among coworkers. Drawing on the neurodiversity paradigm and the social-relational model of disability, this study explored how autistic employees interpret, navigate, and make meaning of daily work interactions. The study aims to deepen understanding of how workplace environments can either support or undermine the mental health and authentic participation of autistic adults.

*Method:* This qualitative study involved ten autistic adults employed in the open labour market in Israel, who participated in in-depth, semi-structured interviews. Participants (aged 21–44; two women, eight men) held diverse roles across sectors including technology, education and hospitality. Interviews were conducted in Hebrew and analyzed using an Interpretative Phenomenological Analysis (IPA) framework. Analysis proceeded through iterative stages of close reading, idiographic coding, and cross-case theme development. The interview guide focused on teamwork, communication, disclosure, challenges, and sources of meaning at work

*Results:* Analysis generated four superordinate themes that captured participants' lived experiences. First, work as a source of meaning. Employment provided structure, identity, self-development, and, crucially, a sense of being valued and belonging, often counteracting earlier experiences of social exclusion. Second, disclosure as a relational dilemma. Participants described complex calculations about whether, when, and how to disclose their diagnosis. Disclosure sometimes facilitated understanding and support, yet often carried risks of stigma, condescension, or stereotyping. Third, workplace as a "foreign language". Social interactions required continuous translation of implicit norms. Participants highlighted difficulties with ambiguity, indirect communication, rapid shifts in interactional demands, and mismatched expectations regarding hierarchy and clarity. Fourth, the pivotal role of coworkers. Coworkers strongly shaped inclusion. Supportive peers offered clarity, stability, and emotional safety, whereas dysregulation, unpredictability, or interpersonal insensitivity heightened stress and hindered participation. Positive coworker relationships often enabled greater confidence, skill development, and well-being beyond the workplace

*Conclusion:* Findings suggest that autistic employees' mental health and workplace inclusion depend not only on accommodations or organizational policies, but on the relational micro-climates created within teams. Inclusion is co-constructed through mutual attunement, communicative clarity, and everyday interactions- not solely through formal structures. To foster sustainable neurodiversity inclusion, organizations should invest in team-level practices such as explicit communication norms, coworker training, and structured opportunities for relational understanding. These insights underscore the importance of shifting from individual adaptation toward shared responsibility for creating inclusive, mentally healthy workplaces, with clear implications for both organizational practice and policy development.

## **P88**

### **Job Insecurity Climate Strength: An Analysis of its Organizational Antecedents**

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*Background:* The antecedents of job insecurity climate strength appear to be an unexplored field. We are aware of only a few studies that have examined or identified the factors that may determine job insecurity climate strength. This study proposes to advance in this research, examining the potential antecedents of job insecurity climate strength, group interaction, group cohesion, communication and rumours and its underlying mechanisms with group cohesion as mediator.

*Method:* Data were collected through questionnaires. The sample was composed of 1000 employees working in 108 organizations from two European countries (Spain and Austria).

*Results:* The results showed a negative relationship between rumours and job insecurity climate strength in Spanish and Austrian samples. Higher levels of rumours were associated with weaker job insecurity climate strength in both countries. Furthermore, in the Spanish sample, group cohesion was associated to job insecurity climate strength, but, in contrast to our hypothesis, this association was negative. Finally, group cohesion mediated the relationship between group interaction and job insecurity climate strength in the Spanish sample as well.

*Conclusion:* This study suggests a multilevel approach for research on job insecurity by exploring strength of job insecurity climate. In this respect, this study identified some specific organizational factors that determine the emergence and nature of job insecurity climate strength in two European countries. Also, several differences among these European countries were identified.

**P89**

**Sensory Processing Sensitivity and Reactivity to Daily Work Events: Hypervigilance as a Mechanism Linking Negative Events to Fatigue**

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*Background:* People differ in how strongly they perceive, interpret, and respond to their environments, with some individuals being especially sensitive and reactive to everyday stimuli. This disposition, known as sensory processing sensitivity (SPS), is characterized by deeper processing of information, greater awareness of subtle cues, stronger emotional reactions, and a higher likelihood of experiencing overstimulation. Overall, individuals high in SPS are expected to be more strongly affected by events, with implications for their emotional well-being and day-to-day functioning. Building on this perspective, the present study examines whether individual differences in SPS influence employees' daily reactivity to negative work events, specifically their work fatigue, and investigates daily hypervigilance at work as an underlying mechanism. Work fatigue refers to the depletion of energetic and cognitive resources that leaves employees feeling tired, less able to function, and in greater need of recovery at the end of the workday. It is a relevant outcome in the work context because it is linked to impaired performance and longer-term health issues. We propose that when negative work events (e.g., making mistakes, receiving criticism, experiencing technical issues, or encountering rudeness) occur, employees high in SPS may be more prone to experience hypervigilance, a sustained pattern of attentional scanning and heightened alertness toward potential threats in the work environment. Drawing on the Cognitive Activation Theory of Stress (CATS), such cognitive activation is expected to increase arousal and wakefulness, which should in turn translate into higher work fatigue throughout the workday.

*Method:* A daily diary study was conducted with 183 employees who provided 1158 daily observations. Participants reported their daily negative work events, hypervigilance during the workday, and fatigue at the end of the workday. SPS as a personality trait was assessed once in a baseline survey. Multilevel structural equation modelling was applied to examine within-person associations among the daily variables and to test the moderating role of SPS.

*Results:* Findings revealed a significant indirect effect of daily negative work events on daily fatigue through daily hypervigilance. This indirect effect emerged for individuals with moderate and high (but not low) levels of SPS. For these employees, negative events more strongly activated hypervigilance, which in turn contributed to higher work fatigue.

*Conclusion:* These results align with earlier evidence that highly sensitive individuals display stronger reactivity to naturally occurring events and it extend this research by identifying hypervigilance as a key attentional mechanism through which negative events influence fatigue. The study also contributes to the understanding of SPS by showing that individuals high in sensitivity are particularly susceptible to a hypervigilant response. By showing that differences in sensitivity affect how employees cognitively engage with stressors, the findings highlight the importance of considering individual differences when evaluating the impact of daily workplace events.

## P90

### **The Relationship Between Team-Level Social Identification and Well-Being: A Longitudinal Study on Shared Identification**

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*Background:* The social identity approach proposes that team identification enhances the health and well-being of team members by fostering social support between team members – a phenomenon referred to as the “social cure”. However, previous research predominantly tested this assumption at the individual level, which does not provide a true test of team-level processes proposed by the social identity approach. This study extends previous research by investigating whether team identification relates to employee well-being through social support at the team level of analysis. We further examined the moderating role of shared identification - the degree to which team members’ identifications align. Investigating shared identification is particularly relevant as it provides the basis for all group members to offer greater social support, not just for highly identified team members. We hypothesized that higher average team identification is associated with team-level social support, particularly when identification is more strongly shared within teams. Moreover, we examined downstream consequences for team members’ emotional exhaustion.

*Method:* We collected data from 201 teams across six organizations using a three-wave design with eight weeks between measurement points. Team identification and shared identification (operationalized as the within-team standard deviation of social identification) were assessed at the first measurement point, social support at the second measurement point, and emotional exhaustion at the third measurement point. We conducted path modelling analyses to test our hypotheses at the team level.

*Results:* Higher average team identification at the first measurement point predicted greater social support at the second measurement point. Importantly, shared identification moderated this effect: when identification was more aligned within teams (lower standard deviation), the positive relationship between team identification and social support was stronger. Contrary to our expectations, social support did not predict emotional exhaustion at the third measurement point.

*Conclusion:* This study contributes to the social cure literature by showing that teams with a higher average team identification can foster better social support systems, particularly when the identification is shared within teams.

## P91

### **Working through Your Emotions: Exercise Repairs the Experience of Positive and Negative Emotions through Cognitive Emotion Regulation after a Recalled Negative Event.**

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*Background:* Negative work events can significantly impair employees’ mental and physical health, underscoring the need for effective coping strategies. This study examined the potential of exercise to regulate emotional and cognitive responses to negative events, and whether individuals with higher emotional intelligence (EI) benefit more from exercise-based regulation. We investigated three core questions: a) Does exercise enhance positive emotions and reduce

negative emotions following recall of a recent negative event?; b) Do cognitive emotion regulation strategies (e.g., reappraisal, acceptance, positive refocusing) mediate these effects?; c) Are these effects more pronounced in individuals with higher EI (i.e., moderation)?

**Method:** In this experimental lab study, university students (N = 134) recalled a recent negative event and were randomly allocated to one of three 30-minute tasks during which they reflected on this negative event: a) exercise; b) puzzle-solving (active control); or c) rest (passive control). EI was measured at the start (T0). Four different types of emotions - activated and deactivated, both positive and negative - were measured before (T1) and after (T2) after the 30-minute tasks. Cognitive emotion regulation during the tasks was measured immediately after (T2) the 30-minute tasks. One-way ANOVAs and mediation/moderation models in PROCESS were used to analyze the data.

**Results:** Results showed that participants in the exercise and active control conditions reported significantly higher activated positive emotions after their 30-minute task (T2) compared to passive controls. Those in the exercise condition employed more cognitive emotion regulation strategies compared to active and passive controls, which mediated their increased positive and reduced negative activated emotions at T2. Participants with higher (versus lower) EI showed lower deactivated negative emotions after the 30-minute task (T2) when they were assigned to the exercise condition (vs. the active and passive control condition) but did not differ in other emotions. Exploratory analyses revealed that exercise was particularly effective in regulating cognitions related to uncontrollable versus controllable events.

**Conclusion:** In sum, this study suggests that exercise facilitates emotional and cognitive recovery from negative events, especially uncontrollable ones. As this study used a student sample, future research should investigate if and how exercise also helps employees to cope with negative work events.

## **P92**

### **An Examination of the Moderating Effects of Problem and Emotion Focused Coping on Experienced Incivility and Rumination**

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**Background:** Workplace incivility is a prevalent organizational stressor that can trigger prolonged cognitive and emotional strain. According to Lazarus & Folkman (1984), individuals evaluate stressors and respond with coping strategies that are either problem focused (aimed at managing the stressor) or emotion focused (aimed at regulating emotions because of the stressor). While previous research has examined some relationships between incivility and problem or emotion focused coping on well-being outcomes, we were unable to locate any that examined the relationship between incivility and the two coping styles with rumination. We proposed that emotion-focused coping will buffer the effects of incivility on rumination, as emotion-focused coping enactment would help the individual deal with the negative affective reaction to the experienced incivility. Moreover, we proposed that problem-focused coping will exacerbate the relationship between experienced incivility and rumination, as problem-focused coping would involve confrontation with the perpetrator, which would likely increase the experienced distress.

**Method:** The data used for this study is from a 2018 data collection via MTurk of 413 participants. Participants had a mean age of 35.7 years, with a standard deviation of 10.25 years, and an average tenure of 6.29 years with a standard deviation of 5.54 years. 54% of participants identified as male and were overwhelmingly white (81.8%). The data used was collected at 2 time points in 1-week intervals.

**Results:** Linear regression was performed to test the effects of time 1 incivility on time 2 rumination. Time 1 incivility was positively related to time 2 rumination. The test of the moderating effects of time 1 problem focused coping on time 1 experienced incivility and time 2 rumination was not significant. The test of the moderating effects of time 1 emotion focused coping on time 1 experienced incivility and time 2 rumination was significant, however rather than a buffering effect, higher emotion focused coping was associated with a stronger relationship between experienced incivility and rumination.

**Conclusion:** While further support for the harmful effects of experienced incivility was found, the two coping styles examined do not appear to be effective at combatting these effects. Problem focused coping did not moderate the relationship between incivility and rumination, suggesting that it perhaps is an ineffective coping strategy for incivility. Contrary to our hypothesis, emotion focused coping exacerbated the effects of incivility on rumination, suggesting that it may be a counterproductive form of coping. Perhaps emotion focused coping increases the rumination after experiencing incivility due to the nature of the strategy—individuals may ruminate more while dealing with the negative emotions caused by experiencing incivility. We encourage researchers to further examine specific coping strategies that are effective at combatting incivility to provide a foundation for organizational interventions.

### **P93**

#### **Understanding Overqualification Through Employee Perspectives**

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**Background:** Overqualification describes an employment situation where an employee's qualifications, such as education and experience, exceed job requirements and are not utilized on the job (Erdogan et al., 2011). Most of the previous research has looked at overqualification as a result of limited choices and not as a voluntary choice. This gap is especially noticeable among vulnerable or minority populations. Understanding the causes of overqualification is important because choosing to be overqualified can shape workers' well-being, job satisfaction, career mobility, and overall labour market inequality. Distinguishing between voluntary and involuntary overqualification is especially relevant, because when reasons for overqualification are grounded in personal choice there may be more positive outcomes than choices driven by necessity (Spector, 1986; Park et al., 2014). This information raises the question: What causes people to accept jobs for which they are overqualified?

**Method:** The main objective of this study was to identify and categorize the factors which lead people to accept jobs they are overqualified for. To address this, 411 participants of diverse socioeconomic status and employment types responded to a field-survey questionnaire. The survey included an open-ended question asking the participant's reason for accepting their job. The responses were reviewed and grouped into broader conceptual categories to identify recurring themes. These categorized reasons, as well as an ad-hoc measure of control over the choice, were also analyzed in relation to the study's key variables, such as perceived overqualification, job satisfaction, and well-being outcomes, to understand how different motivations for accepting overqualified work may relate to workers' experiences and outcomes.

**Results:** Analysis of the open-ended responses revealed main categories that describe why someone may take a job beneath their qualifications. These include personal interest, they enjoy the work or have a long standing interest in the field; purpose driven, such as wanting to help others or contribute to education; financial considerations, such as income needs or financial stability, as well as potential to earn more; constraints or lack of alternatives, avoiding

unemployment or having no other viable options; and finally social/environmental factors, including Influence or pressure from others and the proximity to home. Control over choice had incremental validity beyond perceived overqualification in predicting outcomes.

*Conclusion:* These findings show that overqualification is a complex, multifaceted phenomenon shaped by both voluntary choices and external constraints. There are many diverse reasons why people accept jobs beneath their qualifications including personal interest, purpose-driven motivations, financial considerations, constraints or lack of alternatives, and social/environmental influences. Our results highlight the importance of taking this diversity into account and recognizing that workers' experiences differ depending on whether their decisions stem from preference or necessity as the underlying motivation influences the worker's career outcomes. The outlined categories offer a structured foundation and provide a better understanding of how employees interpret their decision to take a job beneath their qualifications and offers a useful framework to examine overqualification across different populations and contexts.

#### **P94**

### **The Impact of Organizational Support and Job Safety on Workplace Violence Incidents in a Mental Healthcare Facility**

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*Background:* In the United States (U.S.), healthcare is the fastest growing employment sector, including over 22 million workers in 2024. A 2023 report from the U.S. Centers for Disease Control and Prevention conveyed that burnout is a growing problem among this workforce, with 46% reporting often feeling burned out in 2022. Workplace violence (WPV) incidents including physical assault, verbal aggression, and sexual harassment are a persistent threat in healthcare settings and have been linked to adverse mental health outcomes such as burnout, anxiety, and depression. Interventions targeting organizational and environmental risk factors for WPV may therefore also yield secondary benefits for workers' mental health. This study examines how organizational support for safety (OSS) and job safety predict subsequent WPV incidents in a public mental healthcare facility, building on prior work in this population that demonstrated associations between organizational factors and emotional exhaustion (Siddique, 2024).

*Method:* Surveys about health and working conditions were collected from 594 employees in 2021. A follow-up survey was also collected in 2023 (n = 468). Reported WPV exposure (threat of physical harm, actual physical harm, and/or sexual assault) was dichotomized into no incidents vs. at least one incident in the past six months. Single predictor regressions of work environment characteristics (2021) on WPV (2023) were conducted. Variables with significant associations were considered for longitudinal log-binomial causal mediation modelling. All models were adjusted for demographic variables. Analyses were conducted with SAS 9.4.

*Results:* In a longitudinal regression model adjusted for age, race, and sex, OSS was significantly protective of WPV incidents (PR = 0.5837,  $p = 0.0003$ ). Along with other work environment factors, job safety, a composite variable capturing adequate supplies and staffing, exposure to risky situations, and perceived risk of harm, was also significantly protective in longitudinal models adjusted for age, race, and sex (PR = 0.5212,  $p < 0.0001$ ). In a longitudinal causal mediation model with an interaction term, OSS was protective against WPV incidents (PR = 0.3850, bootstrap CI = 0.1079-0.4931) and was also mediated by job safety. Forty-six percent of the effect of OSS was mediated through job safety (bootstrap CI = 4.1612-74.6940).

*Conclusion:* OSS reduces WPV risk, particularly when accompanied by higher job safety. Enhancing safety culture and addressing modifiable job safety factors, such as staffing adequacy, resources, and risk exposure on the job, may help reduce WPV incidents and indirectly promote better mental health among healthcare workers. These findings reinforce the importance of organizational-level interventions in preventing WPV and supporting psychological well-being in high-risk healthcare environments.

## **P95**

### **Daily Negative Work Events and Mental Detachment of Emergency Doctors: The Mediating Role of Daily Workplace Anxiety**

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*Background:* Recently, workplace-related anxiety has received increasing attention within the research community. As an emotional state characterized by nervousness, uneasiness, and tension, it is often associated with adverse work outcomes such as emotional exhaustion and withdrawal behaviour. However, empirical studies examining its relation to mental detachment from work remain scarce. To the best of our knowledge, no study has yet investigated whether anxiety has an effect on 'switching off' from work in employees' free time, nor examined their causal association. Drawing on the stressor-detachment model, we investigate the role of workplace anxiety as a mechanism linking daily negative work events and employees' daily mental detachment. According to affective events theory, negative events at work elicit emotional reactions such as anxiety, which may subsequently hinder mental detachment. Our study will enrich existing research by providing causal evidence supporting these theoretical propositions.

*Method:* We selected a sample of emergency service doctors to capture a reasonable number and intensity of negative events occurring in the workplace. The sample consisted of 26 emergency doctors from a public hospital in Slovenia. We employed a daily diary design spanning ten consecutive workdays, during which doctors completed 252 and 240 self-report diary entries before and after their shifts, respectively. Anxiety and mental detachment were measured using self-report scales, whereas negative events were reported in free-text form and assessed for adversity on a scale from 1 to 5. In entry questionnaire, respondents also provided their demographical information.

*Results:* Since the data was collected at the within-person level, we will use multilevel analysis to account for the nested structure (repeated measurements nested within individuals). We expect that daily workplace negative events will predict higher daily workplace anxiety, and that anxiety will, in turn, predict lower daily mental detachment after work. Accordingly, we will test the mediating effect of daily anxiety.

*Conclusion:* This study will contribute to the existing literature by uncovering the causal relationship among daily negative workplace events, daily mental detachment from work, and daily workplace anxiety as an affective mechanism. Its findings will provide insights for researchers and practitioners interested in understanding the direct predecessors and outcomes of workplace anxiety at the within-person level.

**Vulnerability and Regulation in the Cyber-Incivility Spiral: Emotional Exhaustion, Reappraisal, Interpersonal Strain, and Destructive Responses**Alfonso Cárdenas-Miyar<sup>1</sup>, Deirdre O'Shea<sup>2</sup>, Paolo Yaranon<sup>3</sup>, José M. León-Pérez<sup>4</sup><sup>1</sup>Universidad Europea de Andalucía, Málaga, Spain. <sup>2</sup>University of Limerick, Limerick, Ireland.<sup>3</sup>ECIU University, Dublin, Ireland. <sup>4</sup>Universidad de Sevilla, Seville, Spain

*Background:* Cyber incivility is often ambiguous and seemingly “low intensity”, yet the theory of the incivility spiral suggests that such episodes can trigger escalating cycles of negative emotions and retaliatory behaviour. Drawing on resource-based perspectives, this study examines (a) how active vs. passive cyber incivility shapes immediate emotional and cognitive reactions, (b) whether negative affect mediates the link between incivility and key outcomes, and (c) how habitual reappraisal and emotional exhaustion function as potential protective and risk factors in this process.

*Method:* IT workers ( $N = 210$ ) were exposed to a vignette depicting either active (direct, explicit) or passive (indirect, ambiguous) cyber incivility. After the vignette, participants reported negative affect, anticipatory rumination, interpersonal strain, and constructive/destructive behavioural intentions toward the instigator. In a first step, we tested simple moderation models (PROCESS Model 1) with reappraisal and emotional exhaustion as moderators of the incivility–outcomes. In a second step, we estimated mediation and moderated mediation models (PROCESS Model 7), specifying negative affect as mediator and emotional exhaustion as moderator of the incivility-to–negative affect path, and then replicating these models with trait reappraisal as moderator.

*Results:* Active (vs. passive) cyber incivility consistently predicted higher negative affect, more anticipatory rumination, greater interpersonal strain, and stronger destructive behavioural intentions. Trait reappraisal showed weak moderation; Johnson–Neyman probes suggested only a local, non-robust buffering pattern for negative affect. Emotional exhaustion emerged as a robust risk factor, being strongly associated with higher negative affect and anticipatory rumination. Negative affect strongly mediated the association between incivility and anticipatory rumination, and partially mediated the link with interpersonal strain, but played a minor role for destructive intentions, which were driven more directly by incivility type. Moderated mediation indices for both emotional exhaustion and reappraisal were small and statistically weak (confidence intervals narrowly included zero), yet conditional effects indicated that the indirect paths “active incivility to negative affect to rumination/strain” tended to be stronger among highly exhausted and low-reappraisal employees, and weaker among those low in exhaustion or high in reappraisal.

*Conclusion:* The findings strength understanding of when and how minor cyber incivility escalates resulting in a very significant psychosocial risk. Active cyber incivility reliably fuels negative affect and downstream rumination and interpersonal strain. Emotional exhaustion acts as a general vulnerability area to which employees respond and make them more susceptible to entering an incivility spiral. By contrast, habitual reappraisal showed only limited protective potential. These results highlight the need for organizational practices that both reduce cyber incivility and protect emotional resources, particularly among already exhausted employees, to prevent seemingly minor uncivil episodes from escalating into reciprocal negative behaviour.

P97

## **Workplace Violence as a Psychosocial Hazard in Education: A Total Worker Health Approach to Preventing Stress and Burnout**

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*Background:* Educator stress and burnout have long been recognized as significant occupational concerns tied to poor well-being, turnover, and diminished student outcomes. Globally, these risks are intensified by chronic psychosocial hazards—workload, emotional labour, limited control—and rising school-based violence. In the United States, statewide analyses identify violence against educators as both a physical and psychosocial hazard. National bodies, including the American Psychological Association and NIOSH’s Traumatic Injury Prevention Cross-Sector Council, call for workforce-engaged strategies that integrate mental health and violence prevention. The Colorado Office of School Safety similarly highlights the need for coordinated approaches that strengthen leadership capacity, school climate, and recovery systems. Yet few studies combine international evidence, policy insights, and implementation science to inform organizational interventions. This project addresses this gap by integrating global research on psychosocial hazards, statewide policy findings on educator-directed violence, and emerging qualitative data from *Designing Safer Schools*, a CDC/NIOSH-funded pilot developing a violence-prevention and mitigation intervention. Together, these components contribute to an occupational health perspective linking research, policy, and practice.

*Method:* Three evidence sources inform this analysis. A literature review identified organizational contributors to educator burnout and effective multilevel interventions grounded in occupational health psychology and Total Worker Health (TWH). A statewide policy analysis examined systemic factors shaping educator-directed violence, including gaps in reporting, staffing, training, and post-incident recovery. Finally, the CDC/National Institute for Occupational Safety and Health (NIOSH)–funded *Designing Safer Schools* pilot will generate new empirical data. Guided by the Exploration, Preparation, Implementation, and Sustainment (EPIS) framework, interviews planned for early 2026 (N=25 across district leaders, school mental health professionals, classroom educators, and school safety personnel) will assess factors contributing to workplace violence-prevention needs. Rapid qualitative analysis will integrate findings across evidence sources. Interview themes will also inform a stakeholder workshop designed to refine components of a Total Worker Health violence-prevention and mitigation intervention intended to strengthen educator mental health and well-being.

*Results:* Although interview data collection is forthcoming, convergence across global research and statewide policy findings indicates that anticipated themes will underscore chronic job demands, emotional labour, and exposure to actual or threatened violence as central psychosocial hazards. These conditions are consistently linked to chronic stress, burnout, and diminished workforce stability. Forthcoming interviews are expected to reveal barriers such as fear of retaliation, inconsistent leadership practices, and limited post-incident supports. Synthesizing insights across all evidence sources is expected to identify organizational leverage points—particularly leadership capacity, reporting and communication systems, and recovery supports—aligned with Total Worker Health–informed intervention strategies.

*Conclusion:* By integrating global research, statewide policy insights, and an in-progress qualitative pilot, this project advances a transdisciplinary perspective linking educator mental health, psychosocial hazards, and workplace violence. Using implementation science and Total Worker Health principles, the work aims to inform a multilevel intervention that strengthens leadership capability, improves organizational readiness, and supports sustainable systems of safety and well-being in schools. These efforts contribute to international initiatives to translate occupational health psychology research into policy and practice.

**P98**

**Risks and Opportunities of Digitalization in Administrative Work: A Latent Profile Analysis of Digital Determinants and Implications for Employee Well-Being in the Academic Sector**

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*Background:* The rapid digitalization of organizational processes has transformed work characteristics by introducing tools that can enhance efficiency and flexibility but also pose challenges for employee well-being. Understanding the configurations of digital stressors and resources and their associations with mental health is essential for creating sustainable work practices and to inform the design of targeted, evidence-based interventions. Based on the technostress research and on the Job Demand-Resources Model, this study employed a person-centred approach to identify configurations of techno-stress creators/resources and to explore their associations with workers well-being.

*Method:* Data were collected from 1,198 technical and administrative staff of a large Italian university in 2025. The sample was predominantly female (68%), and 55% of the participants worked in a hybrid modality. Latent Profile Analysis (LPA) was conducted on nine digital determinants: digital autonomy, digital involvement, digital literacy, social support, technical support, perceived usefulness, and three techno-stress creators (techno-complexity, techno-invasion, techno-overload). Associations between latent profiles and outcome variables (burnout and work engagement) were examined using linear regression models, with profile membership as a categorical predictor. Age was included as a covariate due to differences in age distribution across profiles.

*Results:* Latent Profile Analysis identified four distinct profiles among the nine digital determinants. Profile 1 (16%): very low digital resources and the highest levels of techno-complexity, invasion, and overload. Profile 2 (38%): moderate digital resources and high techno-stressors, characterized by higher digital involvement and lower perceived usefulness. Profile 3 (28%): modest resources and low techno-stressors, particularly lower digital involvement and higher perceived usefulness. Profile 4 (18%): consistently high resources and very low techno-stressors. Differences in age distribution emerged across profiles, with younger employees more frequently assigned to Profiles 3 and 4. Regression models adjusted for age revealed significant differences in well-being outcomes. Profile 1 reported the highest burnout and lowest engagement, Profiles 2 and 3 showed intermediate levels, with Profile 2 (higher techno-stressors, higher digital involvement, and lower perceived usefulness) presenting slightly less favourable outcomes than Profile 3. Profile 4 resulted with the lowest burnout and highest work engagement.

*Conclusion:* The findings demonstrate that employees' digital work experiences are not homogeneous but cluster into distinct configurations of technostressors and digital resources. Notably, higher digital involvement does not necessarily translate into greater perceived usefulness or better well-being outcomes; perceived usefulness also emerged as particularly pivotal resource. Examining how digital determinants interact has important implications for work design, consequent occupational health interventions are discussed.

P99

## Another Day, Another Excuse: How Resources Impact Emotional Exhaustion

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*Background:* Research has demonstrated a link between burnout, particularly emotional exhaustion, and significant mental health outcomes, such as depression and anxiety. Utilizing conservation of resource (COR) theory as a theoretical framework, we postulate that supervisory excuses may bear considerable influence on subordinates' levels of resources. Resource conservation is vital to keep strain and frustration at bay. When employees are low on resources, there is likely less of a buffer in the stressor-strain relationship possibly leading to employees feeling emotionally exhausted at work and more likely to suffer negative mental health outcomes.

*Method:* We tested three conditional process models with a field sample of public sector (n=242) to investigate how factors that influence resource acquisition or allocation, such as perceived supervisory excuses, impact emotional exhaustion.

*Results:* Our first model indicates that as employees experience more supervisor excuses, their perception of supervisor support tends to drop. This lack of support can lead to feelings of emotional exhaustion. We found a clear link here ( $ab = -.06$ ,  $p = .006$ ), indicating that the connection between excuses and exhaustion is impacted by how supported employees feel by their supervisors. In our second model, we took a broader look at the work environment, incorporating factors like abuse and perceived constraints. In this more complex picture, constraints emerged as a strong predictor of exhaustion, while supervisor excuses remained significantly connected to these feelings of fatigue. Although supervisor support still predicted exhaustion, its influence through excuses was less impactful ( $ab = -.05$ ,  $p = .06$ ). This suggests that when support is low, it often goes hand in hand with an increase in supervisor excuses as well as higher levels of constraints and abuse. When we account for these factors, the importance of supervisor support seems to blend into a wider range of negative experiences that affect emotional well-being. Our third model, the Engagement-Support Process Model, digs deeper into these relationships by analyzing emotional engagement alongside supervisor support. Despite the strong link between supervisor excuses and emotional exhaustion, we discovered that those who felt more supported reported lower levels of exhaustion, regardless of how many excuses their supervisor made. The relevant mediation path through supervisor support was significant ( $ab = -.07$ ,  $p = .001$ ), suggesting that while engagement does play a limited role, its impact isn't as strong in this context.

*Conclusion:* Prioritizing support, and reducing factors, such as supervisor excuses that can reduce resources, can help reduce emotional exhaustion and create a healthier, more productive workforce. By addressing these interconnected factors, we can make significant improvements in employee well-being and overall workplace outcomes. Organizations should treat supervisor excuses and low supervisor support as warning signs, not just annoying behaviours. Tracking these patterns and actively training supervisors to provide consistent, fair support could help remediate employees' feelings of emotional exhaustion. Interventions that reduce constraints and blame, while increasing autonomy and support, are likely to round out a holistic approach to addressing employee well-being.

## P100

### **An Exploration of Psychosocial Work Environment Factors, Burnout and Mental Well-being in National Ambulance Service Employees in Ireland: A National Cross-sectional Study**

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*Background:* The National Ambulance Service (NAS) is the statutory pre-hospital emergency and intermediate care provider for the Irish State taking in excess of 400,000 emergency calls per year, with over 2,300 employees working across various emergency response roles, both clinical and non-clinical, nationally. Salient aspects of psychosocial work can include job content, workload and work pace, work schedule, control, environment and equipment, organizational culture, interpersonal relationships at work and home-work interface. While research has linked exposure to various psychosocial work environment factors with negative health outcomes, less is known about the complexity of the interaction between these factors at multiple levels within the organization and the influence of psychosocial safety climate. Therefore, the aim of the current study is to examine the relationship between psychosocial safety climate and psychosocial work environment factors at the individual, group, leadership and organizational level and employee levels of burnout and mental well-being

*Method:* A single cross-sectional anonymous survey will be disseminated in early 2026 across the entire workforce (roughly >2000 employees). The survey includes limited demographic details and questions from 2 validated survey tools plus demographics; the Psychosocial Safety Climate (PSC) short 4Q will measure employees' shared perception of their organizations policies, practices and procedures that protect their psychological health (4 items); and, the Copenhagen Psychosocial Questionnaire (COPSOQ) will measure aspects of the psychosocial work environment conceptualised as either job demands (work hours, culture/trust, role clarity, quantitative work demands) or job resources (opportunity for development, social support, leadership support and self-efficiency). Employee-related outcome measures include the Burnout Assessment tool (BAT) (short version) and Short Warwick Edinburgh Mental Well-being Scale (S-WEMWBS). The odds ratio for burnout and well-being will be calculated for each work-exposure variable, using structural equation models. These will be adjusted for demographic data and estimated within each job type or location to assess effect modification and analyzed using STATA v17.

*Results:* Analyses will be completed in early 2026 following survey completion. Descriptive statistics will be presented alongside structural equation modelling examining the influence of PSC and COPSOQ results on both burnout and mental well-being. These outcomes will be investigated across age, years of experience, gender, work department, grade/job title, geographical area, working hours and contract type, and satisfaction scale with career pathway.

## P101

### **Burnout in the Digital Sphere: The Case of Portuguese Online Content Creators**

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*Background:* Burnout is recognized as an occupational syndrome characterized by emotional exhaustion and disengagement from work (Demerouti et al., 2001; Maslach & Leiter, 2016). Recent research has extended this concept to the digital context, namely to content creators for social media platforms, by exploring perceived mental health threats and the sources of pressure that affect them (Schollhammer & Gretzel, 2024). Online content creators face unique

challenges, that may include intensive publishing schedules, algorithmic dependency (Choi et al., 2023) or control (Hodl & Myrach, 2023), and continuous exposure (Choi et al., 2023). Schollhammer and Gretzel (2024) also point the existence of a toxic influencer culture and Ghelani and Pandey (2025) reveal that it may lead to reduce or even cease a platform use. In Portugal, this reality has been reinforced by the growing professionalization of activities on platforms such as YouTube, Instagram, TikTok, and Twitch, highlighting the need for a systematic examination of burnout in this occupational group. Therefore, the present study aims to characterize burnout among Portuguese content creators, considering variables related to the primary platform used, number of followers, type of content, and publication frequency.

**Method:** This study adopts a quantitative, descriptive-correlational design. Burnout will be assessed using the Oldenburg Burnout Inventory (OLBI), a validated instrument measuring two core dimensions: exhaustion and disengagement (Demerouti et al., 2003), adapted to the Portuguese population by Sinval, Queirós, Pasion and Marôco (2019). We will also include sociodemographic questions and variables related to the participants' digital work habits. The sample will consist of Portuguese content creators active for at least six months, covering categories such as entertainment, education, gaming, and lifestyle. Data will be analyzed using descriptive and inferential statistics (Pearson's correlations and ANOVA tests), through statistical software (SPSS, version 29).

**Results:** Since this is a work in progress, definitive results are not yet available.

**Conclusions:** Final results are not yet available, but the study is expected to contribute to expanding knowledge on burnout in digital work contexts within Portugal. Furthermore, it seeks to provide empirical evidence supporting the development of organizational policies and occupational health strategies aimed at promoting psychological sustainability among content creators.

## P102

### **The Impact of Workload and Burnout on Quiet Quitting: The Moderating Role of Achievement Motivation**

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**Background:** In recent years, global work practices underwent significant shifts, prompting individuals to reassess the boundaries between work and personal life. One outcome of this reassessment has been the rise of "quiet quitting," a behavioural pattern in which employees fulfil only the minimum job requirements while disengaging psychologically from their work roles. After gaining widespread attention on TikTok in 2022, quiet quitting rapidly became a focal topic in public and academic discussions. Although many employees describe quiet quitting as a way to regain balance and protect their well-being, its underlying mechanisms remain insufficiently understood. Drawing on the Job Demands–Resources (JD-R) model and Conservation of Resources (COR) theory, this study examines how job demands, specifically workload, generate burnout and subsequently shape quiet quitting behaviour. In addition, grounded in achievement motivation theory, the study investigates whether individuals' achievement motivation buffers the link between burnout and quiet quitting.

**Method:** A quantitative research design with a three-wave survey was adopted to clarify relationships among variables and reduce common method bias. Data were collected from full-time employees across various industries in Taiwan. A total of 622 valid responses were retained for analysis. The first wave measured job load, followed by the second wave assessing burnout. The third wave captured quiet quitting behaviour and achievement

motivation. Statistical analyses were conducted using SPSS and JASP, including descriptive statistics, confirmatory factor analysis, reliability and validity assessments, and hierarchical regression to test mediation and moderation.

**Results:** The empirical findings support the core assumptions of JD-R and COR theory. First, workload showed a positive association with burnout, indicating that higher work demands deplete employees' emotional and cognitive resources. Second, burnout was positively related to quiet quitting, suggesting that employees experiencing prolonged strain are more likely to psychologically withdraw to preserve their remaining resources. Third, achievement motivation significantly moderated the relationship between burnout and quiet quitting. Employees with high achievement motivation were less prone to engage in quiet quitting despite experiencing burnout, whereas those with lower achievement motivation exhibited a stronger tendency to disengage.

**Conclusion:** This study provides evidence that quiet quitting can be understood as a resource-preserving behavioural response shaped by job demands and emotional exhaustion. Integrating the JD-R, COR theory, and achievement motivation theory provides a more comprehensive explanation of how employees assess strain and decide whether to withdraw. Practically, organizations should monitor job load to prevent chronic burnout and recognise that employees differ in motivational orientation. Enhancing achievement-related incentives and fostering meaningful work goals may help buffer the adverse effects of burnout and reduce the likelihood of quiet quitting. Furthermore, redesigning workloads and promoting sustainable work practices may mitigate the conditions that prompt employees to disengage in the first place.

### **P103**

#### **The Creation and Evaluation of a Burnout Treatment Program in Belgian Federal Agencies**

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**Background:** Previous studies show high burnout prevalence among civil servants in several European countries, including Belgium. Burnout represents a major challenge for public administrations, where demanding workloads, limited resources, and inadequate management practices increase psychosocial risks. In light of this observation, the present study aimed to adapt and evaluate the effectiveness of the Federal Agency Burnout Treatment Program (FA-BOTP), derived from the Burnout Treatment Program (BOTP) created by the Federal Agency for Occupational Risks (Fedris) as part of a national Belgian initiative. In particular, we wanted to assess its effect on mental health indicators, perceived well-being, and satisfaction among federal employees at an early stage of burnout.

**Method:** The FA-BOTP integrated both individual and organizational components and extended over approximately nine months. It comprised up to 12 sessions delivered by health professionals from several disciplines. Following an initial diagnostic phase, participants engaged in individually tailored interventions covering themes such as stress management, lifestyle, and psycho-physical or cognitive-emotional balance. The program also included work clinic sessions, focusing on participant's relationship to their work environment as well as optional meeting with the occupational physician. The participant and the healthcare professional jointly decided on the number and type of sessions to meet specific needs. Participants completed pre- and post-intervention self-report measures assessing burnout (BAT); depression, anxiety, and stress (DASS-21). Data were also collected through structured satisfaction items rated on Likert-type scales as well as items evaluating perceived changes at the individual and organizational level. Descriptive statistics, including response frequencies, were used to summarize these indicators.

*Results:* A total of 23 federal employees initiated the program and 14 completed the post-intervention assessment. Quantitative analyses revealed a significant reduction in burnout and stress scores, as well as a marginal decrease in depressive symptoms, suggesting meaningful improvements in mental health following the intervention. No significant change was observed for anxiety levels. Feedback indicated enhanced general well-being and strong satisfaction with the program's content, logistics, and multidisciplinary support (mean satisfaction = 8.2/10). However, participants reported no major improvements in organizational aspects such as managerial practices or workload.

*Conclusion:* The FA-BOTP appeared effective in mitigating early symptoms of burnout and improving well-being among Belgian federal employees. Its flexible and multidisciplinary design made it a promising model for occupational health interventions in similar institutional contexts. However, the small sample size limits the generalizability of these findings, and the sustainability of its effects depends on continued organizational engagement and increased managerial awareness of employee well-being.

#### **P104**

#### **Constant Connectivity to Work and Health Outcomes: What Do Employees Want Us to Do About It?**

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*Background:* The workday inevitably exposes employees to a variety of demands that induce stress reactions. Without sufficient recovery (i.e. returning stress reactions to baseline), individuals risk experiencing chronic psychological, behavioural, or physical strain. With the rise of constant connectivity to work, recovery is becoming more of a challenge. Research on the recovery-related consequences of constant connectivity, particularly its impact on health behaviours and physical health outcomes, remains scarce. Additionally, little work has identified boundary practices that may promote health behaviours and improve physical symptoms.

*Method:* To fill this gap in the literature, this study employed a mixed methods approach, incorporating both qualitative and quantitative data from 55 full-time workers from a variety of industries to explore the relationship between constant connectivity, health behaviours, and physical symptoms and to identify boundary practices that employees deem as helpful.

*Results:* Results reveal that many jobs involve an informal expectation to stay connected to work after hours (i.e. time that was traditionally reserved for recovery) and that this expectation interferes with employees' self-care (e.g., diet, sleep, exercise). For example, 37 participants described at least some perceived expectation to stay connected to work after hours and 40 responses indicated that constant connectivity inhibits self-care habits. Quantitative findings support the prevalence of constant connectivity with 39 participants reporting that they somewhat or completely agree with the statement, "during nonwork hours, I monitor my work (e.g., check emails)". In addition, quantitative analyses suggested strong connections between constant connectivity and health behaviours (e.g. nutrition, relaxation, physical activity, preventative) ( $r = -.29, p < .01$ ) and constant connectivity and physical symptoms (e.g. backache, headache, fatigue) ( $r = .39, p < .01$ ). Importantly, maintaining clear boundaries was identified as a challenge and a thematic analysis of qualitative responses identified 11 organization-level strategies that may aid boundary maintenance. For example, nine individuals noted that disabling work notifications after work hours would be helpful and seven noted that work hours should be more clearly defined.

*Conclusion:* This is the first known study to employ a mixed methods approach to investigate relationships between constant connectivity, health behaviours, and physical symptoms and provide actionable insights that can be used to benefit both individuals and organizations. Specifically, the current project qualitatively identifies potential boundary practices that may drive down constant connectivity and its associated consequences, particularly in the realm of health behaviours and physical symptoms. Importantly, the project targets relevant experiences of the everyday worker. Results should provide researchers with a sound foundation to continue to investigate the impact of constant connectivity and, more specifically, ways in which its benefits can be maximized, and its consequences can be minimized. Additionally, results should provide practitioners with tangible ideas toward reducing employees' perceived pressure to engage in constant connectivity, thereby creating a variety of benefits for individuals themselves and for organizations at large.

## **P105**

### **Can Forcing a Return to the Office Harm Well-being, Employee Retention, and Person-Organization Fit?**

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*Background:* More than ten years after Yahoo's well-known return-to-office (RTO) mandate and five years after the peak of telework caused by the COVID-19 pandemic, the RTO requirements are still a relevant topic of debate in organizations. In essence, the debate is back where it began, namely whether remote work is good or bad for employees and organizations, and to what extent. RTO pressure decreases perceived location autonomy (PLA) of employees. In addition, the pressure from employers to work in the office would affect workers' work-life balance (WLB) and may create discrepancies in the perception of the person-organization (P-O) fit. Therefore, this study aims to investigate how PLA, WLB, and perceived pressure for office presence (PPO) are associated with P-O fit, work stress, and turnover intention.

*Method:* The study draws on 1169 responses from survey data collected by the Estonian Salary Information Agency in the spring of 2025 and uses PPO as a manifestation of RTO policies.

The selected sample comprises full-time employees whose work allows teleworking. Hierarchical and multinomial logistic regressions are deployed to examine hypotheses regarding the potential links between the variables under study (PLA, WLB, PPO) and the outcomes (P-O fit, work stress, turnover intention).

*Results:* The results revealed that PPO was a strong predictor of work stress and turnover intention, while decreasing the perception of P-O fit. In contrast, WLB decreased the likelihood of turnover intention and work stress and increased the perception of P-O fit. PLA had the lowest coefficients and mixed results. On one hand, it significantly improved the perception of P-O fit; on the other hand, it slightly increased work stress and had no relationship with turnover intention.

*Conclusion:* RTO mandates or increasing perception of expected office presence may adversely impact employees' well-being, P-O fit, and retention. Until recently, in research, hybrid work has been treated as a perk or a positive practice supporting employees' WLB. However, in future studies, we must acknowledge that hybrid work may represent a constraint and a signal of increased control due to the expectations placed on employees regarding office presence.

P106

## Can't Get No Satisfaction, Just a Little Less Frustration: How Supplemental Work Affects Recovery Through Basic Psychological Needs

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*Background:* Recovery experiences are hindered by technology-assisted supplemental work (TASW), a compensatory behaviour individuals engage in to cope with job demands (Eichberger et al., 2021). Although digital connectivity may help individuals manage job demands, it can also blur boundaries between work and nonwork, reducing opportunities for recovery (Kühner et al., 2023; Sonnentag & Fritz, 2007). Drawing on self-determination theory (SDT; Deci & Ryan, 2000) and the job demands–resources framework (JD-R; Bakker & Demerouti, 2007), we examine basic psychological needs satisfaction and frustration as mediating mechanisms linking TASW with two key recovery experiences: psychological detachment and relaxation. Since satisfaction and frustration of needs can co-occur, TASW may simultaneously support (e.g., competence, autonomy, relatedness) and undermine these needs. Needs satisfaction is expected to partly mediate the negative effects of TASW on detachment and relaxation in a positive direction, whereas needs frustration may mediate its detrimental impact on recovery experiences.

*Method:* We conducted a seven-day ecological momentary assessment (EMA) among Czech employees across diverse occupations and industries (N = 197; Mage = 33.2 years; 68% male). Participants reported their daily levels of TASW, basic psychological needs satisfaction and frustration, and recovery experiences (psychological detachment and relaxation). Within-person effects were examined using multilevel path modelling to test the hypothesized mediations. The study received approval from the Research Ethics Committee of Masaryk University (EKV-2024-160) and was pre-registered with OSF.io (registration DOI: 10.17605/OSF.IO/H6ZVC).

*Results:* Preliminary results indicate that TASW is negatively related to both, satisfaction and frustration of basic psychological needs. Specifically, TASW predicts lower satisfaction of autonomy and relatedness, as well as lower frustration of autonomy, competence, and relatedness. Satisfaction of autonomy and relatedness is positively associated with both detachment and relaxation. Needs frustration shows only weak associations with recovery, with one exception: autonomy frustration is positively related to detachment and relaxation. This is an unexpected result suggesting a more complex dynamic between autonomy need and recovery experiences.

*Conclusion:* Our findings suggest that the protective role of basic psychological needs is limited in the context of TASW. While TASW slightly reduces needs frustration, particularly relatedness frustration, its effects on needs satisfaction are generally weak or negative. Consequently, TASW not only undermines recovery experiences but also fails to contribute to the satisfaction of basic psychological needs that are positively related to recovery. On the other hand, TASW may prevent individuals from experiencing frustration of these needs. In the context of contemporary work digitalization, it may therefore be valuable to explore mechanisms through which lower need frustration translates into better recovery outcomes.

P107

## Reindeer Herding Sámi's Work Environment and Psychosocial Health in Northern Sweden

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*Background:* Reindeer herding is considered one of the riskiest occupations in Sweden today, with potential risks for serious work-related injuries and health issues, both physical and psychosocial. At the same time, there is still a considerable lack of knowledge about the physical and mental health of the Sámi people in Sweden. Specifically, there is a lack of knowledge about occupational risks and health-promoting measures, including psychosocial risk and protective factors, for reindeer herding Sámi. Current challenges in reindeer husbandry include economic factors with reduced profitability, increased demands from the surrounding society, and changes in the environmental conditions of grazing areas. These challenges and changes bring (additional) stressors both psychosocially and economically. In parallel with these challenges, reindeer herders in Sweden partly operate outside the established system. This can lead to increased risks in their work. At the same time, reindeer herding Saami people report on having significantly lower trust in health care overall, compared to the rest of the northern Swedish population. The global living environment and work environment of reindeer herding Sámi are closely interconnected and definition of health is rooted in holistic world views. Lack of cultural competence in healthcare, coupled with the requirement for Saami individuals to explain and defend their lifestyle are identified factors behind this. In the long run, it may result in not receiving the care needed or refraining from seeking care. In summary, working conditions are characterized by high demands on work effort and limited ability to influence external factors affecting reindeer herding. These psychosocial conditions can be seen as comprehensive health risks, for which we currently lack a clear overall picture as well as suitable preventive measures. In addition, in the few studies that have examined female reindeer herders' work and life situations, many psychosocial risk factors emerge.

*Method:* The project's overall purpose is to increase knowledge about the importance of psychosocial factors for the health situation of reindeer herding Saami individuals, and relate this to non-reindeer herding Saami individuals, and to the general population in Sweden. The aim is also to obtain gender-specific data and apply a gender perspective to the results. The project is a Community-Based Participatory Research project, based on participant co-creation research methodology. The project includes three sub-studies. The first is a narrative literature review and the results of this review will inform us on existing knowledge and research gaps to be filled. The second is a survey study conducted along with the Swedish Public Health Agency and the aim of the study is to examine the prevalence of psychosocial load and resource factors, as well as related health factors for members of reindeer herding communities. Likewise, to investigate if this differs in comparison with other Saami individuals and the population in Sweden at large. The third is an interview study based on interviews with reindeer herding Saami individuals. The aim is to identify both hindering as well as promoting factors for good psychosocial health and working conditions.

*Results and conclusion:* The research project has clear relevance in the field of occupational health and public health, especially for occupational health services in areas where reindeer herding communities are located. The knowledge generated is a crucial part of identifying barriers and health-promoting factors to better address the specific needs of indigenous populations.

P108

## Digital Transformation In The Offshore Petroleum Industry: Leader Support and Job Control As Mediators of Job Demands

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*Background:* Digital transformation is gradually changing work conditions in the offshore petroleum industry—a safety-critical sector—through new technologies, workflows, and organizational structures. While designed to improve efficiency and safety, these changes also pose psychosocial challenges that may impact well-being and safe practices. Although organizational change is known to increase job demands, digitalization's effects in high-risk environments remain underexplored. This study examines how digitalization-related changes influence perceived job demands and whether leader support and job control mediate this relationship.

*Method:* Drawing on the Job Demands–Resources (JD-R) model, this study uses 2021 survey data from the Norwegian Ocean Industry Authority's RNNP survey ( $n = 7,922$ ). Digitalization was measured through changes in cooperation, task content, and automation. Perceived job demands included workload, work pace, and multitasking. Leader support and job control were assessed as psychosocial resources. Statistical analyses were conducted in R, utilizing the lavaan package for latent variable modelling. Confirmatory factor analysis (CFA) tested the measurement model with four latent constructs: Digital Change, Job Demands, Leader Support, and Job Control. Structural equation modelling (SEM) tested three hypotheses: (1) digitalization increases job demands; (2) reduced leader support mediates this relationship; and (3) reduced job control also mediates it. Model fit and effect sizes were evaluated using standard indices.

*Results:* The CFA demonstrated good model fit, indicating that the measurement model adequately captured the latent constructs (CFI = 0.979, TLI = 0.969, RMSEA = 0.043, SRMR = 0.030). All factor loadings were significant and aligned with theoretical expectations, supporting construct validity. SEM supported all three hypotheses. Digitalization-related changes were positively associated with perceived job demands, suggesting that shifts in cooperation, task content, and automation contribute to increased workload, faster pace, and heightened multitasking. Leader support and job control significantly mediated this relationship. The indirect effect via leader support was  $\beta = 0.042$  (95% CI [0.033, 0.052]), and via job control  $\beta = 0.026$  (95% CI [0.018, 0.034]), with a total indirect effect of  $\beta = 0.069$ . These findings underscore the importance of psychosocial resources in shaping employees' experiences of digital change. The full model accounted for 36% of the variance in perceived job demands ( $R^2 = 0.359$ ). Model fit indices for the SEM were strong (CFI = 0.978, TLI = 0.968, RMSEA = 0.041, SRMR = 0.029), indicating solid support for the hypothesized relationships.

*Conclusion:* Digital transformation increases job demands and changes the psychosocial work environment. Leader support and job control are crucial in shaping how employees experience and adapt to these changes. To ensure safety in high-risk industries, organizations adopting digital transitions should focus on strong leadership and provide autonomy. A significant strength of this study is its large, representative dataset, enhancing the reliability of the findings. However, the cross-sectional design limits the ability to determine causality. Future research should employ longitudinal designs to better understand how digitalization-related changes and psychosocial effects develop over time.

## **P109**

### **Digitalisation as a Driver of Psychosocial Risks in Post-Pandemic Workplaces**

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*Background:* The COVID-19 pandemic, alongside rapid developments in digital technologies and artificial intelligence, has significantly accelerated workplace digitalisation. These changes have reshaped organizational practices and employee experiences, altering the nature of work and creating new psychosocial challenges. Although established psychosocial risk (PSR) frameworks remain influential in occupational health and safety, they do not fully encompass the emerging risks linked to digitalisation. Digitalisation may both amplify established risks and create new risks that are specific to technological contexts. Accordingly, this study examines expert perspectives on how digitalisation is reshaping PSRs in the workplace.

*Method:* The study employed a qualitative research design based on twelve semi-structured interviews conducted in Estonia between November and December 2025 with occupational psychologists and occupational health physicians. The interview guide drew on literature on PSRs, digitalisation, and technostress, and addressed three broad areas: key PSRs in today's work context, risks associated with digitalisation, and risks linked to remote and hybrid work. The data were analyzed using thematic analysis, which enabled the identification of key themes and cross-cutting patterns in expert perspectives on PSRs in post-pandemic, digitalised workplaces.

*Results:* Five interrelated PSR themes were identified: work demands and workload; organizational culture and change management; social relations and isolation; work–life boundaries and availability; and career insecurity and individual adaptation. Experts consistently described digitalisation as a cross-cutting driver across these themes. It was associated with increased workload, cognitive overload, multitasking, and “double work” caused by poorly integrated systems and the need to verify digital and AI-supported outputs. Experts also highlighted uncertainty, weak communication, and limited employee involvement during digital change processes. In addition, they linked digitalised work to loneliness, misunderstandings in communication, blurred work–life boundaries, pressure for constant availability, reduced recovery, continuous skills pressure, job insecurity, and concerns about monitoring. These findings suggest that digitalisation amplifies established PSRs while also creating new, technology-specific forms of strain.

*Conclusion:* The findings indicate that digitalisation should be recognised as a cross-cutting driver of PSRs in post-pandemic workplaces. It not only amplifies traditional PSRs but also introduces new technology-mediated pressures that are not always adequately captured in existing PSR frameworks. Although these frameworks remain valuable, they may require clearer operational integration of digitalisation-related exposures within assessment and management processes. Strengthening this integration is essential for designing effective preventive measures, supporting employee well-being and resilience, and promoting healthier, more sustainable work environments in the context of ongoing digital transformation.

## **P110**

### **Living and working on the move: individual-level insights into digital nomadism.**

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In light of the global shift toward more location-independent and mobile forms of work, lifestyle-oriented models such as digital nomadism have gained growing attention in both research and society. Digital nomads combine work with travel, seeking autonomy, flexibility and novel experiences. Yet, systematic evidence on how this lifestyle affects individuals remains scarce.

This Systematic Literature Review (SLR) addresses the gap by synthesizing English-language, peer-reviewed papers published between 2015 and 2025, with the aim of addressing the following research question: How does the digital nomad lifestyle impact individuals who pursue it? Following the PRISMA framework, a comprehensive search was conducted in the Web of Science and Scopus databases using the search string: (digital nomad\* OR neo-nomad\* OR corporate nomad\* OR (nomad\* AND (work OR job OR employ\*))). All identified records were screened and only studies examining outcomes at the individual level were included. Papers addressing non-individual perspectives, such as destination marketing, urban development or policy implications were excluded. In total, 55 papers met the inclusion criteria and were analyzed using qualitative content analysis to identify conceptual patterns related to the effects of digital nomadism on individuals.

Preliminary findings indicate that digital nomadism impacts experiences across three interrelated levels. At the individual level (first level), psychological well-being, health, the development of a self-concept and work-leisure balance are central. At the social level (second level), nomads face challenges such as limited established networks, temporary friendships and difficulties in forming romantic relationships. At the contextual level (third level), structural, cultural, security, and technological factors shape their experiences.

Overall, digital nomadism appears to foster autonomy, personal growth and satisfaction, while simultaneously generating challenges including blurred boundaries between work and leisure, social isolation and irregular routines. The content analysis is ongoing and preliminary categories, along with subcategories, have been identified. As the analysis progresses, additional categories are expected to emerge, providing more nuanced and in-depth insights into how digital nomadism influences different aspects of the individual's life. These findings offer insights into the challenges and opportunities of digital nomadism, highlighting, for example, implications for well-being and work-life balance in location-independent work arrangements.

## **P111**

### **Artificial Intelligence in Nursing: Exploring Links Between Technology Use and Working Conditions**

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*Background:* Nursing professionals are critical to healthcare system functioning but face demanding working conditions characterized by high physical and emotional strain, severe staff shortages, and elevated rates of sickness absence. According to the Job Demands-Resources model, work characteristics can be categorized into job demands that require sustained effort and job resources that facilitate goal achievement and buffer demands. Artificial intelligence (AI) is increasingly discussed as a transformative technology that could provide both opportunities and risks for the work characteristics of healthcare professions. While AI may offer support through task automation and decision assistance, it also poses potential risks including erosion of professional decision latitude and increased monitoring that may undermine trust and workplace relationships. However, empirical evidence on AI's actual adoption and impact on nursing professionals' working conditions remains limited.

*Method:* To address this topic, we conducted the 2024 survey on digitalization and change in employment (DiWaBe 2.0) to examine digitalization processes, AI adoption, and their implications for work characteristics across multiple occupational contexts and professions. The survey included approximately 9,800 respondents, with a nursing subsample of 165

respondents. Analyses included descriptive comparisons between nursing professionals and other professions, as well as regression models examining relationships between AI use and work characteristics within the nursing subsample, controlling for demographic factors.

**Results:** Nursing professionals reported substantially lower AI adoption (55%) compared to other professions (72%). When nurses did use AI, applications focused primarily on text processing and diagnostic functions, though usage intensity remained notably lower across all categories. More than 60% of AI tools used by nurses were employee-initiated rather than organizationally implemented. Nurses also reported lower perceived benefits from AI. Regression analyses showed positive associations between AI use and different decision latitude facets, which remained significant when controlling for demographic variables. No significant associations were found between AI use and work intensity or workplace social support.

**Conclusion:** This analysis provides empirical evidence on AI adoption across diverse nursing contexts and use cases, moving beyond isolated implementation studies. The findings hint towards a gap between AI's theoretical potential and its current impact on nursing work quality. They also underscore the importance of technology implementation oriented on human-centred design principles that preserve professional autonomy and decision-making authority while mitigating risks such as deskilling and reduced workplace trust.

## P112

### **Feeling Like an Outsider and Lonely at Work: Does Work Mode Matter?**

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**Background:** The need for belonging and social acceptance is a core aspect of human behaviour and motivation. Advances in technology, such as AI and digital collaboration tools, have transformed traditional work practices, influencing informal interactions and how employees feel recognized and included. These changes can lead to feelings of disconnection. Current debates around remote work policies reflect concerns about weakened social ties, workplace loneliness, and social isolation. This presentation explores experiences of being an outsider and feeling lonely at work to identify individual and organizational strategies that can buffer against these effects.

**Method:** The semi-structured interview data ( $N = 28$ ) were collected from three expert organizations in Finland from September to November 2024. The organizations represent the occupational fields of finance ( $n = 15$ ), IT consultancy ( $n = 6$ ) and software development ( $n = 7$ ). The interviews were conducted via Microsoft Teams and analyzed with content analysis in NVivo software.

**Results:** The interviewees worked remotely on average three days a week, and a third worked remotely four days or more. Remote work was most common in the IT consultancy organization. The results highlight that introversion, differing background, identification challenges, and technology-mediated remote work can induce feelings of being an outsider. In addition to technology-mediated remote work, individualistic work, a leadership position, and limited social interaction can affect loneliness at work. Organizational culture, social networks, and extroversion were identified as common buffering mechanisms. While equality was identified as a buffering mechanism against feeling like an outsider, onsite and team work as well as technology use were identified as key buffering mechanisms against loneliness at work. Feelings of being an outsider were commonly experienced among the IT consultancy and software development employees, and loneliness among the finance organization.

*Conclusion:* Feelings of being an outsider are commonly related to personal factors, whereas feelings of loneliness are more related to structural elements. However, commonalities can be found; remote work as an inducing element; and organizational culture, social networks, and extroversion as buffering elements. Thus, it can be concluded that work mode plays a role in these negative feelings of disconnection from others at work. Also, work in finance appears to be lonelier compared to more dynamic IT consultancy and software development. On the other hand, the organizations in these fields tend to have more diversity, which can increase vulnerability to feelings of being an outsider. Organizations should strengthen belonging and community through informal interactions, both online and in person. Inclusive leadership practices that ensure transparency and value every voice is essential. Clear guidelines and flexibility in hybrid work can help maintain cohesion, supported by regular team activities. Technology should be used to enable collaboration, not replace human connection.

### **P113**

#### **Developing and Validating a Multilevel Assessment of Digital Transformation Demands, Resources, and Well-being in Contemporary Workplaces**

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*Background:* Digital transformation is reshaping how work is designed and experienced across sectors. Research has highlighted the importance of technology-related job demands and resources, but existing tools rarely capture these processes across multiple organizational levels. Current measures focus mainly on individual factors or technostress, overlooking the combined impact of technological, group, leadership, and organizational elements. To address this gap, the present study developed a comprehensive multilevel questionnaire grounded in the TIGLOO framework (Technology, Individual, Group, Leadership, Organization, Overarching context). The instrument assesses digital transformation demands and resources, aiming to predict digital stress, digital readiness, digital well-being, and job performance. This study is part of DIGI-B-WELL, an INTERREG Central Europe project that supports sustainable digital transformation and digital well-being across public and private organizations. This contribution presents preliminary psychometric and analytical results obtained from the first large-scale data collection.

*Method:* A cross-sectional online survey was administered to employees across diverse organizational contexts. After rigorous data cleaning, including the removal of preview responses, incomplete cases, and entries failing attention checks, the final sample consisted of 303 full-time employees. Participants were employed in small and medium-sized enterprises (43.6%), large enterprises (39.0%), public institutions (8.6%), and academic organizations (6.3%). Job positions ranged from mid-level professionals (60.1%) and supervisors (24.1%) to entry-level employees (11.9%). Organizational size varied from micro-organizations (8.6%) to companies with more than 1000 employees (30.7%). The survey included 100 newly developed items measuring digital transformation demands and resources across five multilevel domains, followed by short, validated scales assessing burnout, technostress fatigue, job satisfaction, turnover intentions, job performance, and perceptions of organizational digital transformation.

*Results:* Preliminary results show a coherent pattern consistent with an extended digital JD–R framework. Individual digital demands displayed strong associations with technostress ( $p < 0.001$ ) and moderate associations with burnout ( $p < 0.001$ ). Leadership and organizational demands also correlated with burnout ( $p < .001$ ). Digital resources, particularly technological

and individual resources, demonstrated protective associations with lower burnout ( $p < 0.001$ ) and higher job satisfaction ( $p < 0.001$ ). Preliminary multivariable models further indicated how individual demands as the strongest predictor of technostress ( $p < .001$ ), while technological resources and individual resources are consistent positive predictors of job satisfaction ( $p < .01$ ) and performance ( $p < .05$ ). Job satisfaction emerged as the dominant negative predictor of turnover intentions ( $p < .001$ ), alongside a positive contribution of burnout ( $p < .001$ ). These effects should be interpreted as preliminary, pending a full psychometric validation (EFA–CFA), robustness checks, and predictive models to be finalized before the conference.

*Conclusion:* This study presents one attempt to build a comprehensive and multilevel instrument designed to evaluate digital transformation processes in contemporary workplaces. The framework integrates technological, psychosocial, and organizational levels, offering a potentially versatile tool for researchers and practitioners. The final psychometric results, validated measurement model, and predictive analyses will be presented at the conference, along with an updated version of the questionnaire. The instrument aims to support organizational diagnostics, intervention planning, and evidence-based strategies for promoting digital well-being across sectors.

#### **P114**

#### **The Digital Double-Edged Sword: A Moderated Mediation Model of Communication Technology Engagement, Enjoyment, Neuroticism, and Employee Well-being**

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*Background:* As hybrid and remote work models become standard, employee well-being is increasingly tied to their interaction with Communication Technologies (CT). However, research has disproportionately focused on the negative outcomes of CT use, such as technostress, while neglecting its potential to generate positive well-being. Furthermore, past studies have often used fragmented measures of CT use, failing to capture the reality of modern poly-contextual work. This study aims to address these gaps by proposing a positive psychological pathway to well-being. Drawing primarily on Conservation of Resources (COR) theory, we conceptualise CT engagement in terms of breadth (number of platforms used) and depth (number of activities performed) of engagement. We propose that deep and broad engagement functions as a resource investment that, when successful, generates an affective dividend in the form of CT Enjoyment (hedonic concept from TAM). This enjoyment, in turn, functions as a new psychological resource, initiating a gain spiral that enhances overall Job Satisfaction. This positive pathway is not universal. We integrate Affective Events Theory (AET) and Boundary Theory to test two potential boundary conditions. We hypothesise that the initial resource gain is moderated by Neuroticism, a trait that biases individuals toward threat appraisals. We also hypothesise that the final consolidation of resources is moderated by Boundary Management (stopping CT use after hours), a behaviour essential for psychological detachment.

*Method:* This study employed a quantitative cross-sectional design. A sample of 415 UK-based hybrid workers was recruited via Prolific. Participants completed an online survey measuring a novel CT Engagement (depth/breadth) scale, Perceived CT Enjoyment, Job Satisfaction, Neuroticism, and CT Stop (stopping work-related CT use after hours). The full moderated mediation model was tested using Mplus.

*Results:* The core mediation pathway (CT Engagement – CT Enjoyment – Job Satisfaction) was supported. Crucially, both moderation paths were significant. First, Neuroticism significantly moderated the resource-gain path (path a) (Est. = -0.132,  $p = .020$ ). Second, CT Stop significantly moderated the 'back-end' resource-consolidation path (path b) (Est. = 0.191,

$p=.031$ ). Analysis of conditional indirect effects revealed that the positive pathway from CT engagement to job satisfaction was only significant for low-neuroticism individuals. This positive effect was strongest for low-neuroticism individuals who stopped CT use after hours (Est.= 0.092, sig.). The effect was weaker (by half) for low-neuroticism individuals who did *not* stop CT use (Est.= 0.044, sig.). For high-neuroticism individuals, the indirect effect was non-significant regardless of their boundary management behaviour.

**Conclusion:** The findings reveal a significant "double-edged sword" for digital work. The positive pathway from CT engagement to well-being is conditional, appearing to function only for those low in neuroticism. Furthermore, this positive effect may be amplified when employees use effective boundary management. These findings suggest that a hedonic, affective pathway is important for well-being and potentially contributes to COR theory by indicating that a positive pathway may be conditional on both personality (resource vulnerability) and recovery behaviours (resource protection). Practically, our findings call into question a "one-size-fits-all" approach, highlighting the dual potential need for person-centred interventions for vulnerable employees *and* organizational norms that promote boundary management for all.

### **P115**

#### **How Recovery Experiences Shape Nurses' Perceptions of Workplace Mistreatment: A Multilevel Daily Diary Study**

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**Background:** Workplace mistreatment is a prevalent interpersonal stressor in organizational life and a significant source of strain for employees. Drawing on conservation of resources theory and stress appraisal perspectives, we propose that employees' psychological resources influence how they perceive and interpret potentially negative workplace interactions. Specifically, when employees possess sufficient psychological resources, they may be better equipped to evaluate ambiguous interpersonal behaviours more objectively and feel less threatened by potentially stressful interactions. A key factor in sustaining these psychological resources is effective recovery. Through recovery, employees can maintain higher levels of resources, which enable them to appraise workplace interactions less negatively. Building on this reasoning, the present study examines recovery as a predictor of employees' perceived workplace mistreatment at both the daily and person levels. Specifically, we test whether recovery experiences enhance recovery state, which in turn reduce perceptions of workplace mistreatment. In other words, better-recovered employees may interpret the same interpersonal behaviours as less mistreating.

**Method:** Daily diary data were collected from 286 registered nurses, resulting in 3,917 daily observations. Recovery experiences and recovery states were measured the morning after each workday, whereas perceived workplace mistreatment was assessed at the end of the next scheduled workday. Multilevel structural equation modelling (MSEM) was used to test our hypothesized model.

**Results:** As expected, at the person level, recovery experience significantly reduced perceptions of workplace mistreatment through recovery state. This suggests that nurses who generally experience more effective recovery tend to have a higher overall recovery state, which in turn leads them to perceive less workplace mistreatment. However, at the daily level, daily recovery state was not significantly associated with daily perceived workplace mistreatment, suggesting that short-term variations in recovery do not meaningfully influence perceptions of mistreatment.

*Conclusion:* Our findings indicate that recovery experiences and states play an important role in shaping employees' perceptions of workplace mistreatment. Specifically, nurses with better recovery experiences achieve higher recovery states, which in turn lead to lower perceptions of workplace mistreatment. However, this relationship operates primarily at the person level rather than the daily level, suggesting that stable individual differences in recovery, rather than day-to-day fluctuations, are the key factors influencing how employees appraise workplace interactions.

## **P116**

### **Understanding Engaging and Disengaging Leadership Behaviours Within the Dutch Police Force: A Qualitative Study**

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*Background:* The Dutch Police Force is urgently seeking ways to strengthen its leadership in response to significant internal and external challenges. Employee well-being, professional and long-term development are underexposed in relation to control, tasks, and short-term goals by police leaders (Van Hoorn et al., 2022, Sollie & Landman, 2021). Theoretically and empirical based studies on police leadership are scarce (Filstad et al., 2024), specifically on people- and development-oriented leadership and on destructive forms of police leadership. Engaging leadership behaviour (ELB) is defined as leadership behaviour that facilitates, strengthens, connects, and inspires employees to increase their work engagement, through the satisfaction of the psychological basic needs; autonomy, competence, connectedness, and, meaning (Schaufeli, 2015). By contrast, Disengaging leadership behaviour (DLB) refers to leadership behaviour that coerces, erodes, isolates and demotivates employees through frustrating employees' basic needs, which diminishes their motivation and work engagement (Schaufeli, 2021; Nikolova et al., 2021). These leadership behaviours are based on Self-determination theory (Ryan & Deci, 2017). No study has been conducted yet to what contextual and individual factors relate to ELB and DLB, to the best of our knowledge. This qualitative study aims to explore: 1) how engaging and disengaging leadership behaviours appear within the Dutch Police Force, and 2) what contextual and individual factors are contributing to engaging and disengaging leadership behaviours.

*Method:* A qualitative research design for gaining in-depth knowledge through 3 focus groups (18 employees) and semi-structured interviews (21 supervisors) conducted between June and August 2024, until data saturation was reached. The interview topic list includes leading and developing teams and individuals, difficult situations in leading people and underlying contextual and individual factors. The focus group topic list includes motivating and demotivating leadership behaviour. Template analysis with a priori codes was used to analyze the data, these codes are based on theory the Job Demands Resources model and empirical research on antecedents of leadership behaviour.

*Results:* Both engaging behaviours and disengaging behaviours are recognized within the police context. Employees perceive providing attention, clear expectations, and autonomy as engaging leadership behaviours and spending time on team- and professional development, among others. Perceived disengaging leadership behaviours are: lack of offering structure and accountability to the team, micromanaging and prioritizing rank above expertise when in need for consultation. Additional forms of both engaging (e.g., social safety and the protection of employees) and disengaging leadership behaviours (e.g., underqualification of supervisors, avoidance and neglect) are also identified. Factors contributing to engaging leadership are support, trust and safety in relation to senior manager and colleagues, autonomy, 'fit' with position or assignment and motivation. Obstructive for engaging leadership are organizational

complexity, a disengaging senior supervisor and high workload. Disengaging leadership behaviours seems related to a culture of fear and an authoritarian senior manager. Self-knowledge is experienced to be diminishing DLB.

*Conclusion:* Our findings offer initial insights into potential antecedents of ELB and DLB in policing and lay the groundwork for interventions aimed at fostering engaging leadership and mitigating disengaging leadership practices, to increase police officers' work engagement and performance and decrease their emotional exhaustion.

## **P117**

### **Psychological Detachment from Work and Profiles of Recovery through the Active Pursuit of Leisure: An Integrative Systematic Literature Review**

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*Background:* Recent and past reviews of the *Psychological Detachment* provide robust evidence for the importance of off-job activities in enabling recovery from work strain and sustaining health and well-being (Sonnetag et al., 2022; Karabinski et al., 2021). However, these reviews tend to emphasize psychological detachment as cessation of work demands, leaving other definitions of leisure time underexplored. This integrative review draws on research from Public Health, Sociology, and Psychology to synthesize perspectives on off-job or leisure time, with a particular focus on the types of activities involved. By doing so, we aim to generate profiles of recovery based on activity characteristics. We build on the concepts of *Psychological Detachment* as a recovery experience (Sonnetag, 2003; Sonnetag & Fritz, 2007; Sonnetag et al., 2022) and *Serious Leisure* (Stebbins, 1982), both of which describe beneficial off-job experiences as involving autonomy, mastery, and control. Ultimately, this review seeks to extract from the corpus a comprehensive understanding of what forms of leisure, detachment and, recovery experiences in general, best promote recovery, viewed through the complementary epistemic lenses of Sociology and Psychology.

*Method:* An interdisciplinary systematic literature review was conducted, following the three-stage procedure of planning, conducting, and reporting outlined by Tranfield et al. (2003). Searches were undertaken across three databases, including PsycINFO, Web of Science Core Collection (Social Science Index), and Business Source Complete, using combinations of the keywords representing work, leisure and recovery. Inclusion criteria focused on empirical studies examining recovery from work stress through leisure engagement. Drawing from disciplines such as organizational psychology, occupational health, sociology of work, and leisure studies, this approach captured a diverse evidence base and methodological range. Two key theoretical frameworks guided the narrative synthesis: Psychological Detachment (Sonnetag & Fritz, 2007) and Serious Leisure (Stebbins, 1982).

*Results:* The narrative synthesis of 76 studies revealed three dominant strands in existing literature. First, recovery is often conceptualized narrowly as absence of work stress, with limited attention to leisure's potential for growth-oriented recovery. Second, the type and quality of leisure activity matter: serious leisure pursuits, involving sustained engagement, skill development, and identity investment, were linked to deeper forms of recovery and improved well-being. Third, disciplinary silos have constrained the field; qualitative insights from leisure and sociological studies highlight contextual and cultural influences often absent from mainstream occupational health research. By integrating these perspectives, a conceptual model is proposed linking psychological detachment, serious leisure engagement, and holistic recovery outcomes.

*Conclusion:* This review highlights the need to move beyond the dominant “time off work” paradigm toward a more nuanced understanding of recovery as an active, meaning-making process. By integrating theories of psychological detachment and serious leisure, we provide a framework that broadens both the conceptual and methodological scope of occupational health psychology through demonstrating that serious leisure engagement may lead to meaningful methods of recovery and enhanced well-being. Future research should investigate how engagement in meaningful, skill-based leisure activities fosters sustainable well-being and performance over time, offering actionable insights for both scholars and practitioners concerned with recovery, resilience, and mental health at work.

## **P118**

### **Engagement Strategies and Measurements in DMHIs for Healthcare Workers: A Scoping Review.**

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*Background:* Healthcare workers (HCWs) are exposed to high levels of psychosocial stress, burnout, and emotional exhaustion, conditions that have intensified since the COVID-19 pandemic. These pressures not only endanger workers’ well-being but also compromise patient safety and healthcare system sustainability. Digital Mental Health Interventions (DMHIs) have emerged as scalable and accessible tools to support HCWs’ psychological health. However, despite their promise, low engagement and high attrition rates remain persistent barriers to their effectiveness. Engagement, defined as the quality and quantity of users’ cognitive, emotional, and behavioural involvement, is essential for achieving meaningful outcomes, yet its conceptualisation and measurement are inconsistent across studies. This scoping review aimed to identify and categorise engagement strategies and measurement approaches used in DMHIs designed for HCWs.

*Method:* The review followed the Arksey and O’Malley (2005) scoping framework, guided by the Joanna Briggs Institute’s Population–Concept–Context (PCC) methodology. Searches were conducted in PubMed and Scopus for studies published between 2019 and 2025 in English, Italian, or Spanish. Inclusion criteria encompassed studies addressing DMHIs targeting HCWs and reporting engagement strategies and/or engagement measures. Excluded were protocols, reviews, and studies using virtual reality or fully guided therapy formats. Screening and selection were supported by ASReview, an AI-assisted tool for systematic literature reviews. Data extraction captured population, design, engagement measures, engagement strategies, and mental health outcomes. Findings were synthesised thematically and grouped by User Engagement Indicators (UEIs): usability, feasibility, acceptability, and efficacy.

*Results:* Twenty-nine studies met the inclusion criteria, spanning diverse geographical and professional contexts. Engagement was measured heterogeneously, with limited consensus on definitions or thresholds, and few studies examined correlations between engagement intensity and outcomes. The System Usability Scale (SUS), Client Satisfaction Questionnaire (CSQ), adherence metrics (e.g., module completion, session frequency), and pre-post assessments through validated psychometric scales were the most frequently employed measures. Nine overarching engagement strategy categories were identified: reminders, personalisation, social elements, gamification, self-monitoring, micro-learning, crisis support, privacy assurance, and usability/accessibility features. Among these, personalisation, reminders, and social support were the most frequently implemented, whereas privacy assurance and crisis-support mechanisms, though less commonly applied, were essential for user acceptability.

*Conclusion:* Engagement within DMHIs for HCWs remains a fragmented and inconsistently measured construct. Although diverse strategies are used to foster participation, few are empirically validated or systematically compared. Personalisation, micro-learning, and organizational endorsement appear particularly relevant for HCWs' demanding work contexts, whereas conventional gamification and competitive features show limited applicability. Future research should prioritize standardised engagement metrics, longitudinal designs, and context-sensitive, co-designed interventions that embed usability, user trust, and organizational support as core components of digital mental health for the healthcare workforce.

**P119**

**Co-Producing an Organizational-Level Intervention to Promote Teacher Mental Health: A Mixed-Methods Development Study**

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*Background:* Teachers in Sweden and many other countries report exceptionally high levels of work-related stress, mental ill-health, and turnover intentions. Although research clearly shows that school organizational factors, such as workload, social support, and psychosocial safety, are crucial for teacher well-being, the scientific literature contains surprisingly few preventive interventions targeting these organizational conditions. Consequently, there is a pressing need for new interventions in the field that are both evidence-informed and feasible for school leaders to implement. To this end, co-production offers means to integrate scientific knowledge with practitioners' contextual expertise, ensuring relevance and applicability. Following the CONSORT guidelines and Hoekstra et al.'s (2020) principles, this study aims to co-produce an organizational-level intervention that supports school leaders in improving the psychosocial work environment for teachers, with the goal of reducing stress, mental health symptoms, and turnover intentions. A secondary aim is to disseminate the knowledge about how this can be done most effectively. The corresponding research question is: How might an organizational level intervention be designed to prevent stress, mental health problems, and turnover intentions among teachers?

*Method:* This development study employs a structured co-production process as prescribed by involving researchers from different disciplines and school-based stakeholders (e.g., school leaders and teachers) from multiple Swedish municipalities. Four workshops (3 hours each) follow Croot et al.'s (2019) framework for developing complex interventions. Activities include (1) reviewing scientific evidence on modifiable organizational determinants of teacher mental health; (2) mapping context-specific needs, capacities, and barriers; (3) constructing program theory; and (4) generating and refining intervention components. The data consist of workshop transcripts, field notes, and co-designed materials, which will be analyzed using reflexive thematic analysis and qualitative content analysis. The co-production process will take place in the spring of 2026.

*Results:* This study is expected to result in a comprehensive program theory and a prototype intervention comprising assessment tools, leadership-delivered modules, and strategies to enhance supportive relationships and psychosocial safety among teachers in schools. The co-production approach is anticipated to contribute to intervention contextual fit, perceived relevance, and implementation feasibility.

*Conclusion:* This study has the potential to advance occupational health psychology by demonstrating a rigorous, stakeholder-driven method for developing organizational-level mental health interventions in a complex setting (i.e., school). It highlights how co-production can bridge the gap between scientific evidence and practical applicability in workplace prevention efforts designed to protect and promote mental health.

## P120

### **Gender Composition in Occupations, Gender Traits, and Mental Health**

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Many gender-segregated occupations are shaped by gender norms and expectations. For individuals who end up in the minority in such contexts – a so-called token (i.e., men in female-dominated occupations or women in male-dominated occupations) – the consequences can be significant. Tokens risk being treated through gender stereotypes, which can shape their working conditions and leave traces on their mental health. However, research on tokens' health is inconclusive: some studies suggest that both male and female tokens experience poorer mental health due to their token position, while others find no such association. This raises an important question: are some tokens more negatively affected than others? Little is known about variation within token groups – that is, variation among female tokens and among male tokens. Because gender norms permeate both society at large and gender-segregated occupations, it may not be sufficient to look solely at gender. Individual gendered traits – masculine and feminine characteristics – may also play a role in tokens' mental health. For example, a masculine woman in a male-dominated occupation may find it easier to fit into her work environment than a feminine woman. Gendered traits can both reflect and challenge societal norms, meaning they potentially may either amplify or buffer the strain associated with working in a gender-atypical occupation. This article, therefore, explores the interaction between the gender composition of occupations and individuals' gendered traits in relation to mental health.

This cross-sectional study uses regression analysis to address the following questions: Is there a relationship between being a token and mental health issues? And, if so, does this relationship vary depending on individuals' gender traits? In doing so, the study contributes to a deeper understanding of the complexities found in previous research on gender-atypical work and mental health.

Using regression analysis, the study finds that men working in female-dominated occupations report worse mental health than men in other occupations, and that feminine men have poorer mental health regardless of the gender composition of their occupation. Among women, mental health issues are lower in gender-balanced occupations after adjusting for working conditions, and no pattern implies that gendered traits associate with women's mental health.

These patterns suggest stricter gender norms for men and harsher penalties for men who deviate from them. For women, working conditions such as support at the workplace and a balance in demand and control seem to determine their mental health status rather than token status.

## P121

### **Pre-absence Psychosocial Work Exposures and Sustainable Return to Work among Patients with Work-related Mental Disorders: A Retrospective Cohort Study.**

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*Background:* Mental health problems, particularly common mental disorders (CMDs) such as stress-related disorders, depression and anxiety, are among the leading causes of long-term sickness absence and work disability. Although numerous interventions have been designed to facilitate return to work (RTW) following CMDs, they have shown varying degrees of success. A

gap remains in understanding how pre-absence work exposures, such as high job demands, low control, violence, threats and workplace bullying, may affect the prognosis of first RTW and contribute to sustainable return to work (SRTW). By monitoring patients on a week-by-week basis during the first year following their assessment, this study aims to explore how different work exposure types are related to RTW trajectories.

*Method:* This study uses a retrospective cohort design involving approximately 3,000 patients diagnosed with work-related mental disorders at two Departments of Occupational Medicine in Denmark between 2012 and 2021. Work exposures were clinically assessed and coded using a standardized system, and linked to demographic, health, and employment data through a national patient cohort (PRO-RISK) and the DREAM register containing sick leave registrations. Dominance analysis is employed to determine the relative importance of various work exposures in predicting successful SRTW.

*Results:* The study shows that approximately 65% achieved SRTW within the first year after assessment, while about 35% did not. We will present the prognosis of specific psychosocial work exposures on SRTW. We expect that data analysis will reveal distinct RTW trajectories linked to different work exposures. We want to use dominance analysis to distinguish between different factors relative impact on RTW-prognosis. While it remains uncertain whether work exposure alone determines the outcome, it is anticipated that the impact of these exposures on RTW and SRTW will be clearly demonstrated.

*Conclusion:* This study aims to provide insights into the role of pre-absence work environment exposures in the prognosis of RTW and SRTW among individuals with work-related mental disorders. By tracking the trajectories of patients with clinically assessed work exposures over an extended period, this research will shed light on the potential importance of work-related psychosocial factors to enhance both the success and sustainability of RTW. The findings may inform more targeted and multifactorial intervention strategies aimed at reducing sickness absence and promoting long-term employment outcomes for individuals with work-related mental disorders.

## **P122**

### **Development of Burnout Complaints Over Time and the Role of Workplace Factors among Physicians, Registered Nurses, and Nursing Assistants in Sweden**

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*Background:* Burnout is becoming increasingly prevalent among individuals in many professional fields, with its impact particularly pronounced in the healthcare sector. Addressing burnout at its core requires a better understanding of how complaints develop over time and how they relate to the work environment. The aim of this study was to analyze the development of burnout complaints over a one-year period and to investigate burnout complaints in relation to changes in working conditions among healthcare workers (i.e., physicians, registered nurses, and nursing assistants) in Sweden.

*Method:* Data were derived from the Longitudinal Occupational Health Survey for Healthcare in Sweden (LOHHCS), comprising 3,824 healthcare workers. The cohort included physicians surveyed in 2021 and nurses and nursing assistants in 2022, with each group followed for one year. Burnout complaints were measured using the Burnout Assessment Tool (BAT-12). Distinction between no, mild, and severe burnout complaints was based on validated BAT-12 cut-off scores established for the Swedish context in relation to stress-related exhaustion

disorder. Working conditions were assessed through self-reports of job demands and job resources. Changes in burnout complaints and working conditions were analyzed for the total sample and stratified by professional group.

*Results:* In the overall sample of healthcare workers, burnout complaints remained stable over time. At the individual level, changes in burnout complaints were observed over time, especially for healthcare workers with mild or severe burnout complaints. Stratified analyses showed increased levels of burnout complaints among physicians ( $p < 0.001$ ), decreased levels among registered nurses ( $p = 0.004$ ), and no changes among nursing assistants. Burnout complaints increased when working conditions deteriorated and decreased when they improved.

*Conclusion:* The findings highlight substantial individual variation in the development of burnout complaints over time, despite apparent group-level stability. Monitoring burnout complaints at the individual level may facilitate early identification of healthcare workers in need of support and enable timely adjustments of job demands and resources. Because burnout complaints closely reflect changes in working conditions, integrating this approach with standard work environment assessments may help organizations identify emerging risks and tailor preventive measures more effectively.

### **P123**

#### **Job Demands and Resources, Non-Standard Employments, and Sustainable Work in Customer-Facing Retail Workers: A Swedish Interview Study**

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*Background:* International competition, digitalised consumer behaviours and companies' increased need for flexibility in staffing have been manifested in adverse job conditions, and atypical employment arrangements in the retail sector. Against this background, it is not surprising that retail workers are overrepresented in stress-related disorders and sick leave. Yet, unlike other stressful occupations with many social contacts, few updated studies have made in-depth investigations into occupational risk factors in retail.

*Method:* This study investigated job demands and resources among customer-facing retail workers in Sweden. Participants ( $n = 10$ ) were recruited from an existing questionnaire study of trade industry workers. Semi-structured interviews were conducted, asking the participants about their working conditions and to describe a typical working day. Verbatim transcripts of these interviews were analyzed according to content analysis and systematic text condensation.

*Results:* Three overarching themes emerged: "High job demands and lack of job resources", "Contract types and contract preferences", and "Willingness and possibilities to remain in retail". A typical workday was marked by a fast work pace consisting of a mix of many tasks and demanding customer interactions, paired with heavy physical strains from standing all day or handling heavy goods. Customer contact could also lead to emotional stress from easily provoked aggression, verbal abuse and threats. Some would cope with demands through social support from colleagues and sometimes management, or a feeling of reward from positive customer interactions. The types of contracts varied, as well as preferences towards a permanent contract that guaranteed full-time work. While some respondents preferred flexible work hours and part-time employment, such contracts could also be involuntary and carried a struggle to obtain a salary that was enough to feel financially secure. Due to the nature of the contracts, there were also experiences of high unpredictability in work schedules as work hours could either change rapidly or be confirmed on short notice. In view of demanding job

conditions, the participants question whether it was possible to have a lifelong career in trade. On this matter, most of the participants also felt that employers preferred younger temporary workers, who made fewer demands and cost less, while their specialized knowledge and years of experience seemed to be less valued.

*Conclusion:* This study provides information on the current state of working conditions for retail workers with customer contacts and as such it raises questions relating to the sustainability of retail work. Together with existing quantitative data, our findings can be used to inform stakeholders within retail of the systematically investigated experiences of those employed within the sector. These findings may, in turn, contribute to improved working conditions for all in retail.

## **P124**

### **Transdiagnostic Mapping of Job Tenure Predictors for Individuals Living with Mental Illness**

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*Background:* Mental disorders are prevalent in the working population and have a direct impact on occupational outcomes, such as duration of job tenure. According to the World Health Organization, approximately 15% of working-age adults globally live with mental illness. So far, employability studies have majorly focused on individual disorders, potentially overlooking underlying commonalities across different diagnoses. A transdiagnostic perspective would bring much needed insights into understanding common predictors of job tenure that may have broad-reaching implications for employability services. This scoping review therefore seeks to identify common predictors of job tenure in people living with a mental illness using a transdiagnostic approach.

*Method:* The protocol was registered in the Open Science Framework (OSF) platform (<https://osf.io/rp97e/>) and followed the PRISMA-ScR guidelines. A keyword-based search across 7 databases retrieved 9,448 records, which were screened by several co-authors according to pre-established inclusion and exclusion criteria using the Covidence software. Conflicts were resolved through consensus. Data were extracted using a piloted form categorized using HiTOP framework for mental health diagnoses. The 6-step process proposed by Naeem et al. (2021) for conceptual model development was followed. It included thematic and content analysis of the extracted data reporting on job tenure predictors. Methodological quality of included studies was evaluated using the Mixed Method Appraisal Tool.

*Results:* This scoping review included a final selection of 103 studies and 70,659 participants. Thematic analysis revealed 17 common predictors of job tenure that are shared across various mental illnesses: (1) mental health diagnosis, clinical symptoms, and functioning; (2) psychosocial work environment; (3) receiving employment support and services; (4) workplace characteristics and working conditions; (5) psychological, social and practical characteristics; (6) work and education history; (7) motivation; (8) person-job fit; (9) support from close ones; (10) sociodemographic characteristics; (11) receiving therapy or counselling services; (12) daily functioning; (13) work functioning; (14) disclosure of mental illness in the workplace; (15) collaboration between stakeholders; (16) work-life balance; and (17) financial assistance during sick leave. These 17 common predictors were then organized into a conceptual model informed by existing frameworks proposed by Ikutegbe et al. (2023) and Corbière et al. (2020). Some predictors were deemed immutable (i.e., #6, 10). All others represented modifiable

predictors that could be leveraged to promote healthy job tenure for individuals living with mental illness. These were grouped by the stakeholder categories that exert influence over them, namely (a) workplaces (predictors #2, 4, 13), (b) clinical and employment teams (predictors #1, 3, 5, 9, 11, 12), and (c) the individual with lived/living experience. Some predictors (#7, 8, 14, 15, 16, 17) can be shaped by all stakeholders and were conceptualized as overlapping. Our final conceptual model proposes 3 different classes of transdiagnostic job tenure predictors that can be managed by specific stakeholders.

*Conclusion:* Our work brings new clarity of transdiagnostic job tenure predictors and the roles of each stakeholder in addressing them. These results inform the organization of employability services, clinical therapeutic priorities, roles of workplaces, and highlight the importance of collaboration between stakeholders.

## **P125**

### **Supporting The Employment Support Practitioners: A Qualitative Study Exploring Factors Affecting Practitioner Well-being and The Implications For Policymakers**

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*Background:* In the UK the 2025 White Paper 'Get Britain working', sets out plans to reform employment, health and skills support to tackle rising economic inactivity and support people into good work. Increasingly, long-term absence from work encompasses both health problems and a myriad of barriers relating to housing, finances, caring responsibilities, and beyond. Person-centred support is highly effective in employment programmes, fostering trust and confidence of participants and removing barriers to work, however this can bring challenges for employment support practitioners, with implications for their well-being. Drawing on the Job-Demands Resources model, and Boundary Management theory, we examine how providing tailored employment support shapes employment support practitioner well-being and highlight protective factors that could minimise negative impact.

*Method:* Semi-structured interviews were conducted with 45 employment support practitioners working within a consortium of community-based organizations. Four programmes, lasting 1-3 years each due to short-term funding, ran from 2017 to 2025, with each iteration building on a previous one. All programmes had in common the aim to provide holistic employment support delivered through a keyworker and intervention partner model. This model provides tailored one-to-one advice, mentoring, and access to specific interventions (e.g., well-being, debt advice, vocational training) designed to enhance confidence, skills, well-being, and ultimately, employability. Interviews sought to understand the experience of employment support from the perspective of frontline staff. Interviews lasted approximately 60 minutes, were conducted either in-person, by telephone, or video call, and were recorded with consent. A qualitative thematic analysis approach was used to interrogate the data.

*Results:* Analysis revealed demands of the role, such as resource constraints, and addressing the high complexity of needs of programme participants. A number of resources buffered adverse impacts on well-being, such as lived experience, role autonomy, and peer support. Boundary management used by practitioners shaped the extent to which their well-being was affected. While some felt confident providing wide-ranging social and psychological support, others felt they were operating outside of their expertise (e.g., acting as a "counsellor"). Specifically, practitioners struggled with defining the scope of their role and maintaining appropriate personal-professional boundaries, risking adverse impacts on their well-being. Those seeing the role as more boundaried reported less adverse impacts on well-being.

*Conclusion:* Given the current socio-economic climate in the UK, and beyond, it is paramount that efforts to get people back to, or remain in, work are maximised. Our analysis highlighted the value of person-centred support but also the demands on employment support workers. This is against a backdrop of role precarity in community-based organizations. Whilst practitioners often found their role rewarding, the challenges associated with the role gave rise to issues around burnout, retention and sustainability of this crucial workforce, particularly for those struggling with boundary management. Our research expands on the literature concerning a relational employability support approach by detailing how the benefits of person-centred support can inadvertently lead to practitioner strain. Policymakers should consider the needs of the frontline practitioners, ensuring they have role clarity, sustainable funding for appropriate workloads, peer support, and emotional supervision.

## **P126**

### **Climate Check: The Impact of Belonging on Workplace Mental Health Climate in Predicting Strain, Satisfaction, and Turnover Intentions**

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*Background:* Most of the workplace mental health literature has been focused solely on evaluating employee-level interventions (e.g., stress management training) or manager-level mental health literacy training, while neglecting macro-level factors that profoundly influence employee outcomes in other, similar areas of the HR literature (e.g., employee safety, work-family integration). One such macro-level factor that demands further exploration is 'organizational climate' specific to mental health—the extent to which organizational beliefs, values, and attitudes toward mental health are experienced in the day-to-day environment of employees. To evaluate the influence of 'workplace mental health climate,' it must first be measurable. Recent reviews have called for more theoretically driven research to reduce construct proliferation and associated inconsistencies in the measurement of mental health constructs within overlapping fields (e.g., social work, medicine, organizational psychology, human resource management). To effectively build upon research in adjacent fields while acknowledging the contextual boundaries of the workplace specific to mental health, organizational psychology, management, and human resources researchers must bring more robust theory and construct disentanglement to the workplace mental health literature, particularly for foundational constructs such as stigma, job demands and resources, job characteristics, leadership, and employer-sponsored mental health programs and resources.

*Method:* We developed a scale drawing on Hinkin's (1998) approach. Across five studies, including a three-time point longitudinal valuation study, we recruited a total of 1062 participants from Prolific and a multi-national organization to develop and validate the measure of mental health climate.

*Results:* Analyses in SPSS and mPlus revealed a robust scale measuring the overall construct of mental health climate. Mental health climate was revealed to contain three factors—mental health supportive environment, employee autonomy, and benefits. Mental health climate was a strong indicator of increased employee mental health, job satisfaction, and organizational commitment. Meanwhile, employees who perceived their organization to be high in mental health climate reported lower turnover intentions and levels of strain. To advance the nomological network surrounding mental health climate within occupational health psychology research, we tested a moderated-mediation model. Specifically, we examined how mental health climate influences job satisfaction and turnover intentions through strain as a key mediator. Our findings show that a supportive mental health climate reduces strain, which in

turn enhances job satisfaction and lowers turnover intentions. We also investigated belonging—a construct conceptually aligned with mental health climate—as a moderator. Results indicate that the buffering effect of mental health climate on strain weakens when employees experience low belonging. In fact, under conditions of low belonging, a positive mental health climate may paradoxically increase strain, potentially due to perceived mismatch or exclusion. These findings extend the nomological network by integrating climate theory with belongingness dynamics, offering nuanced insights into employee well-being and retention.

*Conclusion:* Mental health climate significantly predicts employee well-being and retention through reduced strain. However, its benefits depend on belonging: low belonging weakens or reverses climate's protective effect, sometimes increasing strain. Organizations must pair climate initiatives with belonging strategies to maximize positive outcomes and avoid unintended consequences.

## **P127**

### **From Mountains to Monitors: Understanding Technostress in Rural Healthcare Digitalization**

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Nowadays, healthcare and hospital workplaces are characterized by numerous stress-inducing factors contributing to the creation of complex and high-stress environments. From research, we know that stress often arises from a series of different conditions, such as work-life conflicts, unclear role expectations, unfair behaviour by colleagues, and increased demands to conceal emotions. The digital transformation of the healthcare sector presents new challenges for workers, including exposure to tech-related stressors that contribute to determining technostress levels experienced by clinicians. Research already highlighted that two technostress components, namely techno-overload and techno-insecurity, pose a psychological risk to the mental health and well-being of healthcare professionals, particularly for those with limited digital competencies. Through the use of a mixed methods design that included the use of structured interviews, as well as two short versions of the technostress creators scale (TCS), we decided to investigate the relationships between the interests in the introduction of telemedicine services, with the technostress levels experienced by the healthcare workers that will, in the future, have to implement it in their daily working activities. The research focused on rural environments, and our data sample (16 healthcare workers) operates in the mountainous area of the Italian Dolomites.

Our results show that participants already experience a medium level of technostress during their working activity, and they believe these levels will remain constant with the introduction of telemedicine services. At the same time, all participants expressed interest in the use of telemedicine and the improvement of their current activities, with the aim of bridging the gap in the availability of health services between urban and rural areas. By combining the results obtained from both the interviews and questionnaires, we can say that, although participants currently experience and expect to experience medium levels of technostress in their working activities due to the introduction of telemedicine services, such concerns are mitigated by the advantages and benefits provided by the service itself. To evaluate and safeguard the mental health of healthcare professionals, we believe that this type of investigation should be implemented before the deployment of new medical technologies. The results could lead to the development of interventions to enhance digital competencies, fostering acceptance and readiness for the use of new services.

**P128**

**A Collaborative Approach to Safety & Mental Health in Construction**

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*Background:* The construction industry faces persistently high injury rates, long work hours, and increasing psychosocial risks such as stress, burnout, and substance misuse. Although evidence-based interventions exist to improve safety and well-being, they are often challenging to implement and sustain within complex, fast-paced work environments. Built to Last™ is a collaborative initiative led by two US National Institute for Occupational Safety and Health Centers of Excellence for Total Worker Health®, the Centers for Health, Work & Environment (CHWE) and the Center for the Promotion of Health in the New England Workplace (CPH-NEW), to create a comprehensive leadership toolkit for integrating safety, mental health, and well-being across construction and other labour-intensive industries.

*Method:* The Built to Last™ Toolkit was created through a participatory co-design process engaging researchers, contractors, union representatives, and public health professionals, guided by an expert advisory board. The toolkit integrates two proven interventions: (1) the Foundations for Safety Leadership (FSL) program, which builds leadership and communication skills; and (2) the Healthy Workplace Participatory Program (HWPP), which structures worker engagement and collaborative problem-solving. The toolkit guides companies through four implementation phases: Plan (establishing a leadership and worker task force and building organizational buy-in); Train (delivering specialized leadership and facilitation training); Design (conducting a six-step participatory Design Sprint to identify challenges, analyze root causes, and generate solutions); and Implement (piloting and refining solutions with worker–management feedback). We pilot tested the program components with two contractors and are now conducting an implementation study with multiple contractors in Fall 2025–Spring 2026.

*Results:* Pilot evaluations of the Built to Last™ Toolkit showed strong initial acceptability, with participants valuing the relevance of the content, the structured approach to collaboration, and the focus on psychological safety. Feasibility testing identified practical refinements, such as shortening sessions, simplifying terminology, and increasing opportunities for interaction during the training, to improve usability and support implementation across fast-paced construction settings. As we begin the multisite implementation study, we will systematically evaluate training reaction, Design Sprint reaction, implementation of toolkit components (including adaptations and fidelity), factors that help or hinder task force engagement, and leader perceptions and awareness of Built to Last™, while assessing changes in organizational and worker outcomes through the implementation-science domains of acceptability, feasibility, and effectiveness.

*Conclusion:* Built to Last represents a collaborative, translational effort to advance Total Worker Health by uniting leadership training and participatory design. By embedding both management and worker voice in the creation of safety and mental health solutions, this initiative aims to demonstrate how practical, scalable leadership interventions can build safer, healthier, and more human-centred worksites that are built to last.

P129

## **Coaching Supervisors to Support Mental Health at Work: Implementation Insights from Occupational Health Professionals in the Netherlands**

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*Background:* Employees with common mental health problems (CMHP), such as anxiety or depression, are more likely to struggle while being at work. Employers have the duty to implement occupational health and safety measures, stressing on preventing instead of reacting to poor mental health. Previous research shows that supervisors, who play a pivotal role in fostering mental well-being in employees they directly manage, often do not know how to support employees with CMHP in the workplace. This study explores how occupational health professionals (OHPs) in the Netherlands can strengthen supervisory support employees with CMHP. The implementation of a tailored coaching intervention was evaluated, and what competencies and conditions are needed for implementation.

*Method:* We conducted a mixed methods study, using a repeated measures survey and qualitative design with four focus groups and seven individual interviews among OHPs in the role of labour experts. Participating OHPs (n=23) implemented the intervention by three monthly coaching sessions with supervisors using an evidence-based guideline. This online guideline provides the supervisor with five stepwise themes on how to promote Stay at Work: 1) signal CMHP timely, 2) talk about impact of CMHP at/in work, 3) stimulate employee's autonomy and sense of responsibility, 4) explore, facilitate and evaluate job accommodations, and 5) supervisors ask for occupational health support.

*Results:* The following three topics deemed important to discuss by OHPs about Staying at Work and mental health: 1) the supervisor's role to support the employee, 2) how to promote a social safe work environment and 3) addressing work accommodations. Especially the tailored coaching approach by translating evidence-based guidelines into practical 'on the job' advice to supervisors, as well as taking the organizational context into account deemed important. Essential competencies were related to the OHPs' coaching experience, motivation to improve mental health in workplaces and being familiar to the organization. According to the OHPs, supervisors valued the independent expertise and action-oriented approach of OHPs, increasing the likelihood to signal, act earlier and discuss job accommodations or other interventions with employees struggling with CMHP. The most important condition was time and urgency given to prevention by senior management. Finally, awareness in the organization demonstrated by regular meetings about prevention and mental health, such as in management meetings, social medical consultation meetings and intervision sessions, were essential to provide successful preventive services.

*Conclusion:* Our study responds to the call for more evidence-based interventions to support mental health at work. Key elements in delivering preventive occupational health services by OHPs are a tailored approach with practical advice to supervisors and taking the organizational context into account. In addition to an evidence-based guideline, effective intervention implementation relies on the right conditions and the implementer's capacity to deliver the intervention. OHPs seemed to act as a valuable 'go-to' resource for supervisors regarding prevention, indicating the importance of 'referent power' while implementing a novel approach. These learnings may inform researchers, educators, employers, policy makers and practitioners to develop, refine and deliver preventive interventions to strengthen mental health support in the workplace.

**P130**

### **The Dual Functions of Secure Base Leadership: How Safety and Exploration Shape Employee Well-Being and Proactive Behaviour**

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Organizations today face increasing uncertainty, requiring employees to engage in autonomous and forward-looking proactive behaviours. Secure Base Leadership (SBL), which applies Bowlby's attachment theory—originally developed to explain the caregiver–child relationship—to leader–follower dynamics, has recently gained attention as a leadership style that promotes such behaviours. According to Bowlby (1973), secure-base relationships provide safety and foster exploration. Translating this into organizational settings, SBL refers to leaders who offer psychological safety as a “secure base,” thereby encouraging followers to explore, take initiative, and engage in future-oriented behaviours (Coombe, 2010). Although SBL consists of the two core functions of providing safety and supporting exploration, their joint influence on employee well-being and proactive behaviours remains underexplored.

This study examines the main and interactive effects of SBL's safety and exploration functions on employee well-being and proactive behaviour. A two-wave survey was conducted with 1,630 employees from five Japanese companies. At Time 1 (May 2024), participants rated their immediate supervisors' SBL behaviours. At Time 2 (September 2024), they assessed their own well-being and proactive behaviours. Hierarchical regression analyses were performed by first entering the main effects of safety and exploration, followed by their interaction term.

Results showed a strong positive main effect of safety on employee well-being, with no significant interaction between safety and exploration. In contrast, for proactive behaviours and psychological safety, both the main effects of safety and exploration and their significant interaction were found. These findings indicate that while employee well-being is primarily nurtured when individuals feel protected—even when facing difficulties—proactive behaviours, which require initiative, experimentation, and risk-taking, emerge only when both safety and exploration are simultaneously supported at high levels.

As SBL research is still in its early stages, prior studies have primarily focused on direct effects of each function on leadership effectiveness or psychological safety (Coombe, 2010). Little attention has been given to how the safety and exploration functions interact. By empirically demonstrating how these two functions differentially contribute to employee well-being and proactive engagement, this study advances theoretical understanding of SBL and highlights its practical value for fostering both thriving and exploratory action in contemporary organizations.

**P131**

### **Health Development in Teams with Different Leadership Styles: A Longitudinal Analysis of Workplace Risk Assessments**

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The psychological risk assessment is a central instrument for identifying stressors and strain, as well as risk and protective factors in the workplace. Meaningful associations between stressors, resources and strain may unfold over time; thus, it makes sense to investigate their development over time and how slopes in strain development can be predicted by levels and trajectories of resources and stressors.

In a medium-sized company, these data have been collected every two years since 2019: across the four assessment waves so far (2019, 2021, 2023, 2025), N = 110 employees have participated continuously. As in the general society, workplace stressors—particularly time pressure—are increasing, while the importance of recovery as a protective factor is rising: more and more variance in strain indicators, e.g. emotional exhaustion, is explained by work-life balance, ability to detach from work, and sleep quality.

In addition, we included a measure of recovery climate (Karabinski, 2024) in 2025, i.e., the norms around break taking, recovery from work in off-work hours and limiting work to working hours, as fostered by the organization, team, and leader. In teams with a better recovery climate, the usual increase in burnout symptoms between 2019 and 2025 was not present, while in teams with worse recovery climate, the increase in burnout symptoms was accelerated.

To further shed light on the role of the leader for health and recovery, in 2024, an in-depth leadership survey was conducted with N = 85 individuals who had participated in the previous assessment waves. These data show a clear association between problematic leadership behaviour and higher health risks at the team level, including consideration of the leaders' own stressor and strain trajectories in the preceding years. This promises valuable insights into the dynamic interplay between leaders' understanding and fostering of recovery on the one hand, and their employees' or even entire teams' long-term health development on the other, informing leadership trainings and organizational policies regarding recovery-relevant factors.

## **P132**

### **Managing Working Hours During the COVID-19 Pandemic – A Qualitative Study of Managers and Staffing Assistants in the Swedish Healthcare Sector**

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*Background:* The COVID-19 pandemic created unprecedented challenges for the healthcare sector, leading to demanding working hours and increased strain on staff. In Sweden, responsibility for scheduling is largely delegated to first-line managers, who are often supported by staffing assistants. Although managers are known to experience high job demands and limited resources, there is limited knowledge about how they managed working hours during the pandemic. This study aimed to explore how first-line managers and staffing assistants handled work-time scheduling and staff recovery during COVID-19, and to identify the key facilitators and barriers they encountered.

*Method:* A qualitative descriptive design was used. Semi-structured interviews were conducted with six first-line managers and five staffing assistants from five hospitals across four Swedish regions. Interviews were conducted between March and June 2021. All interviews were audio recorded, transcribed verbatim, and analyzed using inductive thematic analysis.

*Results:* Three overarching themes were identified. First, managing scheduling and staffing created a highly demanding work situation. Participants described extensive workloads, rapid changes, and limited support from HR and upper management when new scheduling practices were introduced. Second, challenges in staff coordination and organizational infrastructure complicated their work. Redeployment and leasing of staff led to fragmented workforces and difficulties in maintaining appropriate skill mixes, while limitations in scheduling software required improvised solutions to compensate for system shortcomings. Third, participants described operating close to the margins of employee health and patient safety. Meeting

staffing demands often required overtime, quick returns, restricted vacations, and schedules that limited recovery. Managers and staffing assistants attempted damage-control strategies such as adjusting shifts, monitoring overtime, and offering emotional support, but were often constrained by their own workload.

*Conclusion:* The findings highlight significant structural and organizational challenges faced by first-line managers and staffing assistants during the COVID-19 pandemic. These challenges were shaped by top-down decision making, logistical constraints associated with increasing staff needs, and the implementation of suboptimal scheduling solutions. The study underscores the need to develop more effective support strategies for first-line managers and staffing assistants. It also highlights the importance of improving work-time management to better prepare for future healthcare crises.

### **P133**

#### **When a Leader Enhances Engagement by Fostering Social Connections. The Role of Identity Leadership for Work Engagement via Social Job Crafting**

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*Background:* This project aims to identify positive social conditions and mechanisms that increase work engagement. Specifically, we tested whether a positive leadership style focused on strengthening team/social identification—i.e., identity leadership—fosters employees' work engagement by motivating them to engage in job crafting (JC) behaviours in the form of seeking social job resources (JCsoc; asking for help, inspiration, feedback, or advice). Schaufeli (2002) defines highly engaged employees as those who find work interesting and valuable, to the point of losing track of time. Because engagement benefits both employees and organizations, its drivers should be bolstered by employers (Bakker et al., 2023). Although organizational resources like work design are key for work engagement (Lesener et al., 2020), top-down interventions aren't always feasible. However, engagement is not solely driven by resources provided top-down by employers. An alternative is JC—self-initiated job modifications (Tims et al., 2012) grounded in the JD-R model (Bakker & Demerouti, 2007)—which lets employees tailor demands and resources to boost well-being and engagement (Mazzetti et al., 2023). Evidence links JC (JCsoc, structural resources, or challenging demands) to higher engagement (Rudolph et al., 2017), yet the social pathway via JCsoc remains underexplored. Because work is inherently social and achieving shared professional goals depends on relying on interactions (cooperation) with colleagues—including behaviours characteristic of JCsoc, such as seeking or providing feedback and engaging in knowledge sharing—considering the social context here is essential. This raises the question: which social factors are important in motivating employees to engage in JCsoc and, consequently, increase work engagement? Researchers emphasize that leaders play a vital role in JC of the employees (Lyons & Schneider, 2009). Because identity leadership (Steffens et al., 2014) focuses on strengthening team spirit, it seems especially promising in this context. Identity leadership enhances social identification and creates favourable conditions for interactions among teammates. Prior work links identity leadership to both JCsoc (Marszałek et al., 2024) and work engagement (Laguia et al., 2021); however, no research has examined these variables as a whole model and tested the underlying mechanisms. Consequently, we investigated whether identity leadership is positively related to work engagement via JCsoc.

*Method:* The study employed a semi-longitudinal design with two measurement points separated by 5–6 weeks (final N = 713; US Prolific sample). Measures included Identity Leadership Inventory (Steffens et al., 2014), JCsoc subscale (Tims et al., 2012), and the Utrecht Work Engagement Scale (Schaufeli et al., 2006).

*Results:* Supporting our predictions, SEM analyses demonstrated that identity leadership (measured at time 1 [T1]) was significantly and positively related to work engagement (T2), and that this relationship was mediated by JCsoc (T2). Specifically, total effect:  $\beta = .51$ ; indirect effect:  $\beta = .30$ ; identity leadership→JCsoc:  $\beta = .60$ ; JCsoc→work engagement:  $\beta = .51$ ; direct effect:  $\beta = .21$  (all paths significant).

*Conclusion:* We conclude that supervisors' identity leadership can foster employees' work engagement by motivating JCsoc behaviours. This study identifies the conditions and mechanisms that encourage employees to introduce proactive modifications to their work. These findings offer practical recommendations to help leaders and organizations create a work environment that promotes proactivity and engagement among staff.

#### **P134**

### **When Change Becomes Overwhelming: The Impact of Multiple Concurrent Changes on Employee Well-Being**

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*Background:* In contemporary organizations, employees are frequently confronted with overlapping changes such as digitalization, restructuring, and innovation. Prior research has shown that such changes can profoundly affect employees' well-being. Most studies have emphasized factors such as change intensity, event strength, or the nature of the change (e.g., innovation versus reorganization) in shaping these effects. The present study adopts a different perspective by focusing on employees' exposure to multiple concurrent changes. We ask whether the cumulative number of ongoing changes amplifies the impact on employee well-being—negatively, positively, or both. In line with the Adaptation-Activation (ADACT) model, we establish a theoretically grounded link between changes at the organizational level and their consequences at the workplace level. We investigated how organizational changes cascade through the work environment, altering key job characteristics that, in turn, influence employee well-being. We propose a dual-path mechanism. On the one hand, multiple concurrent organizational changes exert a negative, energy-depleting effect on employees by increasing cognitive load. On the other hand, such changes may also produce positive, growth-enhancing effects by raising learning demands. Accordingly, with regard to the six-week period under study, our hypotheses are as follows: H1: The number of multiple concurrent changes is positively associated with intra-individual increases in emotional exhaustion and cognitive dysfunction, and this relationship is mediated by an increase in cognitive load. H2: The number of multiple concurrent changes is positively associated with intra-individual increases in workplace learning outcomes, and this relationship is mediated by an increase in learning demands.

*Method:* Structural equation modelling (SEM) was applied to longitudinal data from a representative sample of the Dutch workforce (N = 547). Latent change score (LCS) modelling assessed the proposed within-person changes over time. Constructs were measured using validated questionnaires.

*Results:* Hypothesis 2 was fully supported: the higher the number of concurrent changes, the greater the increase in learning demands, which in turn is associated with an increase in workplace learning outcomes over the same six-week period. The results for Hypothesis 1 are somewhat less conclusive: as the number of concurrent organizational changes increases, a corresponding intra-individual increase in cognitive load is observed. However, this increase in cognitive load is only marginally significantly associated with increases in emotional exhaustion and cognitive dysfunction.

*Conclusion:* These findings highlight the dual impact of multiple concurrent organizational changes on employees. While exposure to several simultaneous changes can enhance workplace learning by increasing learning demands, it also carries a potential risk for employee well-being by enhancing cognitive load. For practitioners, this underscores the importance of carefully managing the pace and coordination of organizational changes. Change managers should avoid introducing too many changes at once and, stagger initiatives to prevent cognitive overload. Organizations and supervisors should provide adequate resources, clear guidance, and sufficient recovery time to support employees' learning and well-being. By attending to both the developmental and well-being aspects of employees, organizations can foster resilience and adaptability during periods of intense change.

**P135**

### **Stress–Mission Possible! The STRESSmission Game as a Psychoeducational Tool in Coping With Stress**

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*Background:* In today's VUCA (volatility, uncertainty, complexity, ambiguity) world, where stress seems to be a constant and integral part of our existence, it is an urgent social need to learn effective and safe techniques for coping with stress and reducing its impact on the mind and body. In response to this challenge, a team of researchers came together to educate society in stress management. Despite being geographically dispersed and collaborating almost exclusively online (the lockdown and online communication during the pandemic not only made it natural, but also possible), the team created, planned, tested, and studied a social innovation: a psycho-educational tool for reducing stress and teaching anti-stress techniques. They spent over four years (2021–2025) doing voluntary work to develop this attractive, engaging, and effective tool. The result is a card and board game designed to help people manage stress, titled "STRESSmission." The game contains 54 task cards relating to stress management techniques, divided into three categories: working with the body, the mind, and social contacts. This concept is rooted in ancient Greek philosophy (as expounded by Plato and Aristotle), which viewed humans as physical, mental, and social beings (Soma, Psyche, and Polis). This idea is also present in the contemporary definition of health adopted by the WHO.

*Method:* During the development of the tool, a series of multidisciplinary studies were conducted. These included psychological studies using standardised questionnaires (CISS, Mini-COPE, and SWLS), as well as marketing studies involving qualitative tests and quantitative focus group interviews to evaluate the playability, comprehensibility, and attractiveness of the tool. Graphic design and the choice of the tool name were also examined. In addition, physiological studies examining changes in players' cortisol levels during successive games played over several months (CORT measurement in saliva) were conducted. The ethics and psychological safety of the game were also reviewed.

*Results:* The results indicate that our game is indeed a psychoeducational tool, as it caused changes in coping style and a decrease in the use of emotion-oriented strategies. Furthermore, the experimental group exhibited higher levels of social support-seeking and discharge strategies in the post-test. We concluded that the game fosters open discussion about stressful situations and coping mechanisms, providing a supportive environment for players and offering an outlet for emotional expression. A significant outcome of our study was the assessment of subjective and objective stress levels. The perceived stress level reported after three months of playing had diminished. This result indicates the achievement of the primary goal of learning techniques for coping with stress. The game fulfils its function with regard to subjective feelings of stress. Finally, the above results were confirmed by physiological data.

*Conclusion:* The research results were so promising that, following a successful crowdfunding campaign, the tool was launched on the market. This is an example of successful cooperation between the university and the wider community, as well as the commercialisation of research results. The first version was released in Polish, and we would like to present the English version that followed.

**P136**

**What's Good for the Patient Is Good for the Staff, Too: How Crisis Intervention Teams in Hospitals Alleviate Strain Among Healthcare Providers**

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*Background:* Crisis situations in healthcare place substantial demands on providers, who must simultaneously deliver high-quality medical care and respond to the emotional needs of patients and their relatives. In Germany, few hospitals provide professionally operated Crisis Intervention Teams (CIT) to support patients and their relatives in distressing, often traumatic situations. In most institutions, physicians and nurses—typically without specific training for such overwhelming scenarios—are left to manage these crises alone. Consequently, and given their limited time resources, psychosocial support can at times be unsatisfactory for both staff and patients. To understand how additional support structures may affect staff well-being, we draw on the Job Demands–Resources (JD-R) model. According to the JD-R model, resources that buffer acute strain are essential for maintaining staff well-being. CIT, originally designed to support patients and relatives, may also serve as such a resource for healthcare professionals. This study examines whether hospital-based CIT can reduce staff strain by addressing the psychosocial needs of patients and relatives, thereby alleviating demands on healthcare staff. Additionally, we designed and administered a survey to assess staff members' perceptions of CIT quality, rather than developing a standardized psychometric questionnaire.

*Method:* An explanatory sequential mixed-methods design combined a cross-sectional survey (n = 70) with two focus groups (n = 12). Survey participants were classified as CIT requesters (n = 48) or non-requesters (n = 22). The survey examined perceptions of CIT quality, emotional reasons for contact, and work demands (autonomy, role clarity, workload), with supervisor support tested as a moderator. Focus group data complemented the survey by offering deeper insights into staff experiences with the CIT.

*Results:* In line with our hypotheses, CIT requesters reported clearer role definitions than non-requesters (U = 352.00, Z = -2.24, p = .025, r = .27). The interaction between CIT-requesting and supervisor support was significant, indicating that non-requesters experienced higher strain under low supervisor support than CIT-requesters ( $\Delta R^2 = 0.073$ , F(3,66) = 5.97, p = .017, 95% CI [-4.75, -0.48]). Qualitative analysis revealed five overarching themes: (1) reasons for requesting CIT support, (2) barriers to requesting support, (3) suggestions for improvement, (4) CIT as a supportive resource, and (5) information needs. Across both focus groups, participants emphasized that CIT provided emotional relief and reassurance during critical situations, while limited availability and uncertainty about activation thresholds were identified as key barriers.

*Conclusion:* In this way, CIT operate at two levels: they provide psychosocial stabilization for patients and relatives and, at the same time, act as an organizational resource for staff. However, their impact depends heavily on the availability of other organizational resources, such as supervisory support, and structural limitations—particularly restricted availability—remain a major obstacle. This research contributes to the broader conversation on occupational

stress in healthcare by linking patient crisis intervention to staff outcomes. Future studies should explore the long-term impact on staff well-being and refine evaluation tools for hospital-based psychosocial support measures. Addressing these gaps will help create evidence-based policies that strengthen psychosocial support, fostering a more progressive healthcare environment.

**P137**

### **Disentangling Participation in Organizational-Level Workplace Interventions: Who Participates, How They Participate, and When?**

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*Background:* There is a vast body of knowledge on factors that promote success when designing and implementing organizational-level interventions within the workplace. Nevertheless, many interventions fail due to inadequate implementation. High levels of participation from both managers and employees is one such promoting factor that has been linked to a successful implementation of organizational-level interventions in the past. However, there is a lack of sufficient understanding of the appropriate level of participation in organizational-level interventions and how employers can organize the participation in practice. Thus, the purpose of the study was two-fold. 1), to explore participation in organizational-level workplace interventions within the Swedish welfare sector (education, social services and healthcare), and 2), to investigate its importance for a successful implementation.

*Method:* Qualitative data was collected from 10 workplaces within the Swedish public welfare sector that, independently or with the support of an external consultants, initiated, designed and implemented organizational-level interventions within their preventive occupational health and safety management. The collected data consisted of interviews (n =25), non-participatory observations (n = 52) and process documentation (n = 69). Participation was explored through qualitative content analyses. The success of the implementation was based on self-assessments made by the respective workplaces during their own evaluation of the intervention.

*Results:* The results showed participation from different roles (higher management, first-line managers, employees and internal and external support functions), in different phases of the intervention (initiation, design and implementation) and in the type of participation (decision-maker, process lead, co-creator and support). Summarising participation across the 10 workplaces revealed that the higher management participated actively in 6 out of the 10 workplaces. Their participation was mostly in the initiation phase and as decision-makers, providing a mandate to the continued work. The first-line managers participated actively in 9 out of 10 cases covering all phases of the intervention. They were responsible for the operative work performed (n = 2) and participated as co-creators in 5 of the 10 cases. Employees participated actively in 7 of the 10 cases and were often involved in the intervention in the implementation phase (4 of 7 cases). Lastly, support functions were actively participating in 6 out of 10 cases. External support functions (occupational health services, external consultants) supported the process in 4 of the cases while the participation of the internal support functions (HR) was somewhat unclear. 4 of the 10 cases assessed their implementation as successful. A successful implementation was to a higher degree related to an active participation of the higher management and a participation that was more closely tailored to the content and reason of the intervention.

*Conclusion:* Results indicate that the participation from different roles is unevenly distributed throughout the implementation process and especially the lack of continuity among the higher management appear to have limited the success of the implementation. In addition, the need of participation was seen to be contextual and a more closely tailored participation to the content of the intervention may be one way to increase the success of the implementation.

**P138**

### **The Impact of Autonomy and Trust on Well-being: A Natural Experiment in Swedish Home Care**

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Organizational psychologists have produced a tremendous body of work on the importance of workplace autonomy for employee well-being, consistently linking it to outcomes such as greater job satisfaction and lower absenteeism. However, far less is known about how autonomy can actually be built and implemented inside organizations. Understanding what concrete managerial practices, structures, and interventions increase autonomy in daily work is critical when advancing both theoretical and practical contributions that improve work outcomes. This is especially relevant in the home care sector in Sweden, which is currently grappling with the pernicious effects of 'minute management,' declining employee autonomy, added resource constraints, and the highest sick-leave rates on the Swedish labour market. The trust reform in the Swedish welfare sector, introduced by the Swedish government in 2016, provides a unique natural experiment to examine how autonomy-enhancing trust-based management interventions function in practice. Following the reform, several municipal home care organizations are shifting from the traditional 'minute-by-minute' model of management control toward increased autonomy for frontline employees and clients, with trust as a guiding organizational principle. While such reforms are expected to improve employee and client satisfaction and potentially reduce turnover, they also come with potential pitfalls such as increased responsibility, heavier decision-making burdens, and coordination challenges. This complexity provokes the question whether autonomy interventions are ultimately effective, emphasizing the need to carefully examine interventions to increase autonomy, while also accounting for the contextual and individual factors that may mediate or moderate these effects.

This study leverages a natural experiment in which trust-based management was introduced in three home care organizations. By analyzing the random assignment of trust-based interventions in health care organizations, our research helps to clarify whether and how public welfare institutions should implement autonomy-supporting trust-based management practices. Using a stepped-wedge design, where home care units were randomly assigned to receive the intervention at staggered intervals, and an intensive longitudinal data-collection strategy, we closely examine the intervention's effects on job satisfaction, job meaning, stress, turnover intentions, and life satisfaction while also controlling for factors that might alternatively explain these outcomes.

Preliminary findings from one organization indicate that the intervention increased caregivers' perceived autonomy and reduced stress, with positive but non-significant trends in job satisfaction, job meaning, and life satisfaction. These psychological benefits help emphasize the positive role that autonomy plays in health care settings. Interestingly, however, turnover intentions remained unchanged. As such, the results suggest that trust-based management may improve proximal aspects of employees' work environments and gradually foster broader well-being benefits, even if retention effects appear more elusive. Autonomy thus emerges not merely as an individual job characteristic but as an organizationally constructed condition that

can be strengthened by implementing principles of trust. Overall, the study provides early causal evidence that autonomy-supporting reforms can reduce strain and enhance daily work experiences in resource-constrained care settings, while also underscoring the need for continued evaluation across additional municipalities.

Note. In June 2026, we will be able to present results from the intervention in two out of three home care organizations.

**P139**

**Boost or Burden: A Vignette Study on AI Task Substitution and Peer Comparison at Work**

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*Background:* Artificial intelligence is rapidly transforming workplaces, yet the psychological mechanisms through which employees appraise these dual dimensions remain underspecified in organizational psychology research. Prior research demonstrates that AI yields both benefits, including task automation and enhanced flexibility, and risks, such as job insecurity and heightened stress, with heterogeneous effects depending on implementation specifics and individual contexts. However, scant empirical research examines how specific characteristics of AI-substituted tasks and peer-comparison dynamics jointly shape employee engagement, performance, and stress appraisals. This study addresses this theoretical gap by testing a moderated pathway model integrating social comparison theory, job design principles, and transactional stress theory to illuminate the psychological mechanisms underlying employee responses to AI-driven workplace transformation.

*Method:* We conducted a 2x2 between-subjects experimental online vignette study with 428 participants recruited via Prolific and convenience sampling via professional networks. Participants first completed baseline measures of perceived organizational support and occupational self-efficacy. They were then randomly assigned to conditions manipulating two independent variables: peer comparison attainability regarding coworkers' AI proficiency (attainable vs. unattainable) and AI task substitution locus (menial administrative tasks vs. core professional tasks). Following scenario exposure, participants completed validated measures of work engagement, challenge-hindrane appraisal operationalized as the difference between challenge and hindrance items, and adaptive performance. We analyzed the 2x2 design using ordinary least squares regression with robust standard errors and tested moderation via continuous moderator interactions.

*Results:* Results revealed consistent and significant main effects across all three outcome variables. Attainable peer comparison yielded substantially higher work engagement ( $\beta = 0.289$ ,  $p = .009$ ), adaptive performance ( $\beta = 0.450$ ,  $p < .001$ ), and significantly more favourable challenge-hindrane appraisals ( $\beta = 0.765$ ,  $p < .001$ ) compared to unattainable peer standards. Menial task substitution produced higher work engagement ( $\beta = 0.348$ ,  $p = .0018$ ), adaptive performance ( $\beta = 0.185$ ,  $p = .022$ ), and more favourable challenge-hindrane appraisals ( $\beta = 0.627$ ,  $p < .001$ ) compared to core task substitution. Notably, no significant peer comparison by task substitution interactions emerged across any outcome, suggesting independent rather than synergistic effects. Contrary to theoretical predictions, neither perceived organizational support nor occupational self-efficacy moderated focal relationships. However, both demonstrated substantial direct effects on outcomes, improving overall model fit.

*Conclusion:* These findings advance social comparison theory by demonstrating that attainability dynamics operate robustly in technologically novel domains characterized by skill ambiguity and evolving performance standards. The results extend the Core Task

Characteristics Substitution framework by establishing causal effects on both motivational and performance-related outcomes through immediate appraisal mechanisms. The research refines job demands-resources theory by clarifying when AI functions as a resource versus demand, showing that task centrality systematically determines psychological significance independent of organizational or personal resources. Practically, findings suggest organizations should prioritize automating peripheral administrative tasks while preserving identity-defining work and proactively frame peer AI proficiency as attainable through accessible development pathways. Future research should employ longitudinal designs to capture dynamic appraisal evolution during sustained AI exposure, investigate alternative moderators and mediating mechanisms, and examine whether interaction effects emerge across extended implementation phases.

#### **P140**

### **How Can the Results of the Identification and Analysis of Psychosocial Risk Factors be Linked to the Design of Psychosocial Intervention Programs?**

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Psychosocial intervention is a discipline within social psychology that aims to understand, predict, and change people's social behaviour to improve their quality of life and modify harmful aspects of their environment (González & Cantero, 2024). Psychosocial intervention in the workplace encompasses actions and activities designed to reduce or prevent psychosocial risk factors among workers. This is achieved through the design and implementation of measures to prevent and resolve problems that affect workers' health, promote well-being at work, and improve quality of life (Official College of Psychologists of Spain, 1998). According to Jiménez and Báez (2010), the design of strategies to prevent and control psychosocial factors and risks in the workplace must consider different levels (individual, group, and organizational) and address different types of intervention (primary, secondary, and tertiary). Each of these types of interventions is defined below (Jiménez and Báez, 2010).

The objective of this study is to determine how to link the results of identifying and analyzing psychosocial risk factors in the workplace with psychosocial intervention programs. Three proposals are presented in this study. The first is psychosocial intervention based on theoretical models with empirical evidence. According to the literature, it is possible to propose a psychosocial intervention based on the theoretical model that supports the identification and analysis of work-related risk factors. Some models that can be considered for designing the psychosocial intervention are the following: Karasek's Demand-Control Model (DCM) (Karasek, Brisson, Kawakami, Houtman, Bongers & Amick, 1998), Bakker and Demerouti's Labour Demand-Resource Theory (2013), Siegrist's Effort-Reward Imbalance Model (2016), the NIOSH Model (1999), and Salanova, Llorens, and Martínez's HERO (Healthy & Resilient Organizations) Model (2016).

The second is psychosocial intervention based on the COPSOQ method. This method consists of two phases: a) Risk assessment phase, and b) Preventive activity planning phase. In the second phase, the planning and design of the primary, secondary, and tertiary interventions are carried out. The COPSOQ method develops an exposure matrix for each psychosocial risk factor to determine the intervention measures derived from the risk assessment phase.

Therefore, the psychosocial intervention is based on the psychosocial diagnosis and the theoretical foundations that underpin COPSOQ. The third is psychosocial intervention based on Mexican regulations (NOM-035). These standard mandates the implementation of three preventive programs (prevention of psychosocial risk factors, prevention of workplace violence, and promotion of a favourable organizational environment), a program to monitor the effects of psychosocial risk factors on workers' health, and an intervention program to address the health problems of workers with high and very high levels of psychosocial risk.

This work aims to provide recommendations to occupational health professionals to develop well-supported interventions and thereby eliminate the lack of professionalism in proposing psychosocial interventions. It concludes that primary, secondary, and tertiary interventions, as well as individual, group, and organizational interventions, must be designed with scientific foundations and should not be the product of techniques such as brainstorming, suggestions, or unfounded proposals.

#### **P141**

#### **A Review on Organization-level Psychosocial Workplace Interventions in the Nordic Countries: Findings from the NOOPI Project**

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*Background:* The Nordic countries are currently facing significant labour shortages and a growing mental health crisis that increasingly impacts workplaces. Organization-level psychosocial workplace interventions have the potential to improve employee health, well-being, and work participation. Despite the substantial evidence on psychosocial risk factors at work, less is known about how to improve the psychosocial work environment effectively, for example using interventions. The existing literature is heavily skewed toward individual-level interventions, which are often easier to implement but limited in their long-term impact. Organization-level interventions, which target the broader structure and culture of workplaces, are comparatively under-researched. Furthermore, the success of the interventions is heavily influenced by contextual factors, making it challenging to generalize findings to countries with different societal structures. Existing reviews also tend to exclude grey literature, which can lead to publication bias. Inclusion of grey literature will broaden the overview of what type of interventions are implemented and enhance the likelihood of including less successful or failed interventions that were not published due to lack of positive findings, but that offer great opportunities to learn and improve. The Nordic Overview of Organizational Psychosocial Interventions (NOOPI) project aims to assess the current state of knowledge on organization-level psychosocial workplace interventions in Finland, Denmark, Norway, and Sweden. The project has three main objectives: (1) to map the types and distribution of interventions conducted in these countries; (2) to identify the facilitators and barriers influencing their success or failure; and (3) to address key knowledge gaps by incorporating both peer-reviewed studies and grey literature.

*Method:* This study employs a scoping review methodology to collect data from large electronic databases and grey literature. Studies published in English, Finnish, Danish, Norwegian, and Swedish will be included to enhance the breadth and depth of evidence. The findings will be synthesized into an overview report and four country-specific reports, which will highlight the country-specific findings and interpret the results in their country's context. This will be supported by discussing our findings with stakeholders from all four countries.

*Expected Results:* Preliminary findings are expected by Spring 2026. The study aims to provide a comprehensive overview of organization-level psychosocial workplace interventions in the Nordic countries, identifying effective practices, recurring challenges, and critical knowledge gaps. The project will also emphasize the importance of contextual factors in the success or failure of interventions, offering guidance on how to better tailor initiatives to specific workplace and national contexts.

*Conclusion:* By addressing existing research gaps and incorporating underrepresented grey literature, this project will enhance our understanding what makes an effective organization-level psychosocial interventions in the Nordic context. Through synthesizing knowledge from workplace interventions conducted in similar country-specific contexts, we aim to support employers, policymakers, and researchers in improving workplace environments, fostering sustainable work participation, and promoting employee health and well-being.

#### **P142**

#### **The School as a Complex Organization: An Empirical Study on Organizational Climate and Teachers' Well-being in Schools of Campania.**

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The school environment, when examined from the perspective of organizational psychology, plays a crucial role in promoting teachers' workplace well-being, as they represent a professional group particularly exposed to the risk of burnout. Literature has largely focused on aspects of distress, overlooking the factors that foster well-being. Adopting a positive perspective is essential for improving the quality of working life and teachers' mental health. Organizational and individual factors contribute to promoting psychological and professional well-being, providing essential resources for coping with the demands of the profession.

This study, based on an analysis of the organizational climate in schools of Campania region, aims to identify the organizational dimensions that most strongly affect teachers' well-being and the individual variables that promote their improvement, integrating organizational and psychological factors into a single model. The theoretical framework is the Job Demands–Resources Model, according to which well-being derives from the balance between job demands and available resources. Organizational climate dimensions (organizational communication, justice, innovativeness) are considered organizational resources, while psychological variables (self-efficacy, collective efficacy, and sense of belonging, motivation to continuous learning) represent personal resources. The sample consists of 149 teachers (83.2% women; mean age = 52.46 years) from middle and high schools. Data were collected through anonymous self-report questionnaires aimed at assessing the above-mentioned variables.

Statistical analysis revealed a significant model explaining 32% of the variance in teachers' well-being. Among the organizational climate dimensions, organizational justice and innovativeness, together with the personal variable of motivation for continuous learning, emerged as significant predictors of well-being. The mediation model shows an indirect effect of communication on well-being through perceptions of self-efficacy and collective school efficacy, indicating full mediation. Organizational communication positively predicts both forms of efficacy, which in turn significantly predict well-being, confirming that a communicative and participatory climate enhances individual and collective confidence and promotes organizational health.

From a practical standpoint, the findings suggest the need for policies aimed at promoting organizational well-being: interventions in internal communication, continuous training, role clarity, and the enhancement of teamwork can strengthen efficacy perceptions, satisfaction, and teachers' well-being. Promoting justice and transparency in professional relationships is a key strategy in preventing stress and fostering fair and supportive work environments. In conclusion, teachers' well-being should be conceived as an essential organizational resource, not merely an individual one. Investing in the organizational climate means improving the quality of relationships, communication, and internal processes, creating the conditions for schools to effectively pursue their educational objectives by integrating theory and practice within a truly salutogenic and sustainable perspective.

**P143**

**Supporting First-Line Managers' Recovery and their Leadership for Promoting Employees' Recovery – Content and Design of a Sleep and Recovery Intervention**

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*Background:* Previously, we demonstrated the effectiveness of an intervention program supporting nurse's strategies for sleep and recovery in relation to work-related stress and shiftwork. However, a process evaluation revealed that workplace-related factors, such as demanding work hours, social norms and work processes, limited the program's effectiveness. This highlights the need for management involvement, as first-line managers can play a key role in promoting employees' recovery and sleep. Yet first-line healthcare managers themselves often struggle with heavy workloads, which may hinder both their own recovery and the support of their employees' recovery and sleep. The current aim was to describe; I) the development and content of a sleep and recovery intervention for first-line managers in healthcare II) strategies used by first-line managers.

*Method:* The content of the intervention was based on a recovery program for new nurses, a program for health-promoting leadership, and factors identified in interviews with first-line managers. The content was verified with a reference group of managers and HR personnel. Participants were recruited through HR at two hospitals. Invitations were sent to approximately 545 first-line managers of whom 69 signed up and were randomized to intervention or control groups. Of the 34 participating in the intervention group, 31 participated in at least one session. After each session a questionnaire was distributed asking how often participants had used strategies from the session (1-never, 5-very often; yes/no), if they were satisfied with the session and how they perceived the program's relevance (1-5 agree to a large extent).

*Results:* The intervention consisted of six group sessions containing psychoeducation, group reflections, exercises, and a follow-up. The first two sessions focused on the manager's recovery, including evidence-based strategies for sleep and recovery behaviours. The subsequent sessions focused on how managers could promote sleep and recovery among their employees. These sessions were based on the principles of organizational behaviour management and considered the interplay between contextual and organizational factors hindering or facilitating behavioural change. The importance of managers' change-management strategies (e.g. delimiting action plans, approaches to communication and evaluation) was also stressed. Preliminary analysis of the questionnaires sent out after each of the first five sessions (response rate 58-78%) showed that participants were satisfied with the sessions and that they found them relevant, both for themselves and for first-line managers in general (means varied around 4.0-4.4). Most of the participants tried different strategies related to their own sleep and recovery, such as a routine for unwinding, mindfulness, and activities supporting their circadian rhythm and the homeostatic processes for sleep. When it came to supporting their employees' recovery, many (89%) involved their employees in this work. However, at the time of the surveys, fewer had made an action plan (36%) and about half of the participants had identified hindrances to implementing the action plan.

*Conclusion:* The program was feasible and was well-received among participating first-line managers. However, there are indications of hindrances in implementing the action plans supporting employees' recovery, which highlights the need for deeper understanding of how the intervention worked.

**P144**

**The Calm Before The Work: Unpacking Recovery and Micro-Role Transitions Before Supplemental Work**

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Supplemental work –resuming work tasks outside official working hours –is increasingly common in today's flexible workplaces. Research shows it can both impair and benefit recovery-related and well-being outcomes. However, the mechanisms underlying this dual impact are not well understood.

Drawing on Conservation of Resources (COR) theory and goal attainment theories, we propose that supplemental work impacts well-being positively through perceived goal progress. COR theory posits that resources are invested to gain new resources and protect against resource loss. Supplemental work may act as a resource investment to manage demands and generate further resources (e.g., job satisfaction). Conversely, we propose that supplemental work negatively impacts well-being through exhaustion, as resource expenditure can deplete resources, resulting in exhaustion and resource loss.

In addition to the underlying mechanisms, we investigate the often-overlooked off-time before starting supplemental work, meaning the time period in-between the end of and the resumption of work. We propose that psychological detachment (i.e., mentally switching off from work) during this break buffers the relationship between supplemental work and exhaustion, while reattachment (i.e., mentally reconnecting with work) strengthens the relationship between supplemental work and work-goal progress.

Our study employs a combined signal- and event-based diary design spanning eight weeks. On three randomly selected days per week, participants receive fixed-time survey prompts via email. Additionally, participants can trigger event-based surveys using a personalized link whenever they engage in supplemental work. Only participants providing at least six complete days will be included in the analyses. The data collection has recently been completed, and the results will be analyzed using multilevel path modelling. Our findings will be available by the time of the conference.

This study advances our understanding of the mechanisms explaining supplemental work's impact on well-being. Further, identifying boundary conditions offers important practical implications. For instance, employees could strategically use the off-time before supplemental work to detach and reattach, thereby protecting against adverse outcomes.

**P145**

**Meaning of Work and Work Values in Contemporary Italy: A Qualitative Exploration and Comparison**

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*Background:* Profound socio-economic transformations have challenged traditional understandings of work, requiring renewed attention to the meaning people attach to work and to work values. Both constructs –meaning of work and work values– are central to well-being, engagement, and person-organization fit. Nevertheless, they remain dynamic, evolving with cultural and social contexts. According to the literature, values can serve as both a source of

work meaning and a mechanism through which work becomes meaningful. Moreover, the relationship between values and meaning has been described as mutually causal, with each shaping the other in turn. While previous research has proposed theoretical models and taxonomies for both constructs, a situated and contemporary exploration can offer new insights into how people currently conceptualize work in their lives and what they aim to achieve through it. However, few studies have empirically examined how these two domains coexist and interact in contemporary contexts. This study qualitatively explores how individuals in Italy describe both the meaning of work and work values and compares the categories that emerge across these domains.

*Method:* A convenience sample of 589 participants completed an anonymous online questionnaire distributed through social media and direct invitations. The survey collected demographic information and included two open-ended questions: “What does work mean in your life?” and “What purposes do you want to achieve through work?”. Participants were 359 women (61.8%) and 222 men (38.2%), aged 18–80 years ( $M = 38.7$ ,  $SD = 13.81$ ). Most participants were employed (75.9%), and nearly half had a permanent contract (47.4%). Valid responses ( $N = 581$  for meaning of work;  $N = 579$  for work values) were analyzed using template analysis, adopting a subtle realist stance consistent with the study’s exploratory aims.

*Results:* Eight categories emerged for the meaning of work (economic income, life domain, importance of work, identity, self-realization, well-being, social functioning, and intrinsic motivation) and six for work values (personal and professional fulfilment, economic goals, interpersonal goals, identity building, well-being, and no goals). The comparison shows that work value categories can be included within meaning of work categories, although meaning-of-work responses capture more interpretive and existential aspects, while work values emphasize more instrumental and goal-oriented dimensions.

*Conclusion:* The findings show both continuity with existing theoretical frameworks and contextual nuances that reflect Italy’s current socio-economic conditions. By examining meaning and values together, this study supports the view that they are interdependent yet distinct components of individuals’ relationships with work. The results provide theoretical insights for future research and practical implications for career counselling, human resource management, and organizational practices aimed at fostering alignment between personal and organizational meaning systems.

## **P146**

### **Overwork Climate and Quiet Quitting: The Mediating Roles of Burnout and Work Engagement and the Moderating Effects of Basic Psychological Needs**

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*Background:* In many organizations, an implicit expectation to work excessively is common in Chinese societies. Such overwork climates often signal that long working hours and constant availability are necessary for employees in the workplace. However, these expectations may trigger a gradual form of disengagement widely discussed today as “quiet quitting.” Despite the popularity of this concept, theoretical explanations linking perceived overwork climates to quiet quitting tendencies remain limited. Drawing on the Job Demands-Resources (JD-R) model, this study proposes that overwork climates function as a chronic job demand that depletes employees’ psychological resources, potentially leading to burnout and reduced work engagement. In addition, informed by Self-Determination Theory (SDT), this study examines whether employees’ basic psychological needs, autonomy, competence, and relatedness,

shape how they react to these stressful climates. By integrating these frameworks, the study aims to clarify the mechanisms and boundary conditions through which excessive work expectations lead to quiet quitting.

*Method:* To address these gaps, this study employed a two-wave survey design targeting full-time employees in Taiwan. Data were collected one month apart to reduce the likelihood of common method bias. The first wave gathered demographic information and assessed perceived overwork climate. In contrast, the second wave reassessed demographics and measured burnout, work engagement, psychological needs for autonomy, competence, and relatedness, as well as quiet quitting tendencies. After removing incomplete responses, a total of 214 valid samples were retained for analysis. The analysis procedures included descriptive statistics, Pearson correlations, confirmatory factor analysis, reliability and validity assessments, hierarchical regression analysis, and examinations of mediation and moderation effects. All analyses were conducted using SPSS and JASP.

*Results:* The findings showed that employees who perceived a stronger overwork climate reported higher levels of burnout and lower work engagement. Burnout, in turn, significantly increased quiet quitting tendencies, whereas engagement reduced such tendencies. Mediation analyses revealed that burnout fully mediated the relationship between overwork climate and quiet quitting, while work engagement provided only partial mediation. Regarding moderation, only the need for relatedness played a significant role, strengthening the negative association between work engagement and quiet quitting. The need for autonomy and competence, however, did not demonstrate significant moderating effects.

*Conclusion:* Overall, the study demonstrates how a climate that implicitly excessive work can trigger a resource-depleting process, leading to psychological withdrawal. At the same time, the findings underscore the unique importance of the need for relatedness in counteracting quiet quitting, suggesting that employees who feel connected to their colleagues and organization are less likely to disengage even when facing demanding work expectations. Based on these insights, organizations embedded in long-hours cultures should consider reducing signals that normalise overwork and, more importantly, should foster stronger relational ties and a sense of belonging among employees to mitigate the risk of quiet quitting.

## **P147**

### **Sociodemographic and Professional Moderators of the Relationship Between Work Meaning and Teacher Burnout**

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*Background:* Teacher burnout has been extensively investigated as an occupational syndrome characterized by emotional exhaustion and disengagement (Demerouti, 1999). However, the meanings teachers attribute to their work can serve as protective or risk factors, shaping how they experience their professional lives (Carmo, 2021). Prior research indicates that individual interpretations of work may modulate the impact of stressors, thereby deepening the understanding of psychological mechanisms influencing occupational well-being (Fernandes, Gonçalves & Oliveira, 2012). This study examines moderating relationships between work-related meanings and teacher burnout, considering gender, age, years of service, and educational level as potential moderators.

*Method:* The sample comprises 367 teachers (mean age: 44.77 years, SD = 8.697) working across pre-school, primary, and secondary levels in both public and private institutions.

Participants completed two instruments: the Oldenburg Burnout Inventory (OLBI), which assesses Exhaustion and Disengagement (Demerouti, 1999), adapted to the Portuguese population by Sinval, Queirós, Pasian and Marôco (2019), and the Work Meaning Attribution Scale (ESAT), originated in Portugal, which examines the dimensions of Personal Fulfilment, Positive Emotional Meaning, Negative Emotional Meaning, and Economic Meaning (Fernandes et al., 2012). Moderation analyses will be conducted to investigate whether the effects of work meanings on burnout differ according to sociodemographic and professional variables, specifically gender, age, years of service, and educational level.

*Results:* Data collection has been completed, though data analysis is currently underway. As a result, empirical findings are not yet available. Nonetheless, it is anticipated that the meanings attributed to work will moderate levels of burnout, and that the strength of this moderation may vary according to gender, age, years of service, and educational level.

*Conclusion:* This study seeks to enhance understanding of the psychological mechanisms underlying teacher burnout by highlighting the role of work meanings as potential moderating factors. Identifying risk and protective profiles is expected to inform the design of intervention strategies tailored to teachers' specific needs, ultimately supporting occupational well-being in educational settings.

## **P148**

### **Employer's Obligation to Manage Psychosocial Factors**

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*Background:* The employer has an obligation to ensure the safety and health of the staff in their work. This obligation also extends to psychosocial factors, which have proven to be challenging. It is important in the workplace to recognize employees' experiences regarding psychosocial factors at work. An employee survey can be used as a tool for identification. Through a personnel survey, the workplace can obtain an overview of the aspects that contribute to the employees' workload and empowerment. When identifying psychosocial factors at work, it is important to consider both resources and load factors. Work resource factors support well-being at work, help the employee succeed, and create a desire to perform work well. By strengthening resources, the harmful effects of psychosocial load can also be reduced. Prolonged workload can cause stress, burnout, and depression. Workload factors should be reduced to prevent harm to employees' health. The aim of this project was to provide workplaces with information and methods to support obligations related to psychosocial factors and to identify these factors.

*Method:* As part of the project, a free guide for application of the Occupational Safety and Health Act was created for the website through expert work. Additionally, a digital employee survey was produced, which is available free of charge on the Finnish Institute of Occupational Health's website. Expert views, based on previous research findings, were utilized in the creation of the survey content.

*Results:* The guide for the application of the Occupational Safety and Health Act created for the website includes section-by-section text. Each section contains the actual legal text as well as a general text on the application of the law. Additionally, the text for each section includes best practices and links that provide additional information and methods for applying the specific section.

The survey intended for identifying psychosocial factors contains a total of 47 questions that address the following themes: content of work, organization of work, workload, work stress,

recovery from work, interaction of the work community, leadership, workplace practices, and job satisfaction. The survey results provide a good overview, which allows for the identification of the most important resources and workload factors within the work community. After identification, it becomes easier for the workplace to choose which resources to strengthen and which workload factors to reduce. In addition to the actual survey, we provided guidelines for the implementation, execution, and assessing the results.

*Conclusion:* Workplaces need support in managing psychosocial factors, as required by law. To address this, the Finnish Institute of Occupational Health produced a free guide for applying the Occupational Safety and Health Act, which includes examples of managing psychosocial factors. Additionally, workplaces are offered a free employee survey to identify work resources and workload factors. However, only conducting the survey is not sufficient; actions must be taken based on the survey results to strengthen resources and reduce workload. Free and easy-to-use information and methods enable workplaces to utilize tools developed through expert work.

## **P149**

### **Female Officers in Finnish Forest Sector: A Qualitative Interview Study Among Female Forestry Professionals**

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*Background:* Females represent a minority in the Finnish forest sector, as only every fifth worker was female in 2023. A survey (N=1282) among professionals who harvest and transport wood materials or who enable this work as officers was carried out in 2019. Female respondents (n=53) reported poorer well-being at work concerning workload, work strain, recovery, and social relationships compared to men.

*Method:* In autumn 2025, we interviewed face-to-face ten female officers whose work tasks were related to wood trade, timber harvesting, advisory work, or forest work management. To find interviewees, we contacted a trade union and a professional paper, and 40 females expressed their willingness to participate. Ten selected respondents located around Finland represented different ages and work positions. The interviews lasted from 54 minutes to 2 hours 36 minutes and were based on pre-formulated questions and free discussion. The data is analyzed using case study and content analysis. We utilize three repertoires of gender (Kupiainen & Kovalainen, 2013) as a theoretical frame.

*Results:* The preliminary results show that the respondents hold remarkable positions, which demonstrate their respected skills and competence. They assessed positively the freedom concerning working time. Work tasks may be challenging, and the achievements reached later be rewarding elements. Forests were assessed as a unique work environment. Work colleagues, supervisors, interesting human encounters, terms of employment, and occupational health care all received positive feedback. Sometimes, it is difficult to be a female worker in the forest sector. Likely, the skills and guidelines of young female professionals will be questioned. Possibly, the customer prefers male forestry specialists' services. Females must tolerate disturbing speech and look out for approach attempts. Some employers gather information concerning the amount of money that an employee reaches. This practice may elevate stress for a junior worker. Our sample includes several burnout cases. All three repertoires of gender, namely specialness, strength, and insignificance, were included in the interviewees' answers. In general, strength was indispensable in everyday situations, but this was criticized: why does a female officer not have the opportunity to be herself? The forest sector education should increase competence for challenging negotiations and for solving complaints and develop skills

to manage small businesses and sales. Young female officers should have appropriate support. Females may gradually accept too heavy a workload (or they may be considered as secretaries); thus, supervisors should distribute work tasks fairly. The workload in the forest sector depends on economic cycles and markets. Sometimes it may be challenging to combine work duties with other responsibilities in life.

*Conclusion:* Freedom and forest themselves represent positive aspects of working in the forest sector. Strict goals set pressure, but on the other hand, achievements can be rewarding for employees. The situation among female officers calls for well-managed, supportive, deliberative, and human work communities. Young female officers need support to maintain their well-being. Work management should be fair and take into account different situations in life.

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## **P150**

### **From Toxic to Brave Organizations: Transforming Power Cultures into Relational Cultures**

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*Background:* Contemporary organizational cultures face a critical crossroads as political shifts and resistance to diversity initiatives threaten progress toward inclusive, psychologically safe workplaces. This theoretical essay proposes a comprehensive framework for transforming Toxic Power Cultures (TPCs) into Brave Relational Cultures (BRCs) by addressing the fundamental barriers to achieving excellence in well-being and belonging: the inherent oppression embedded in organizational cultures that perpetuate toxic aspects of masculinity.

*Method:* Using a three-layer, three-process model of organizational culture adapted from Hatch's Cultural Dynamics Model, this framework examines how power-based cultures manifest through underlying assumptions (power equals masculinity, individual competitive growth is instrumental), values (good employees embody masculinity, competitive and tough women violate gender roles), and symbolized artifacts (competitive cultural myths, relational practices unrecognized and unrewarded). These TPCs, operationalized as masculinity contest cultures, are characterized by hypercompetitive environments that systematically devalue relational practices and create anxiety, insecurity, and fear—undermining the psychological safety essential for innovation and sustainable organizational success.

*Results:* This essay advocates for a transformative feminist approach through Relational Cultural Theory (RCT) and Positive Organizational Scholarship (POS). RCT provides theoretical foundations for understanding growth-in-connection, positioning relationships as instrumental rather than supplementary to organizational effectiveness. The framework reconceptualizes traditionally feminine relational practices—including empathy, vulnerability, emotional competence, and mutual empowerment—as essential leadership competencies that build positive social capital through high-quality connections (HQCs). The transformation strategy operates through two complementary approaches: naming and norming. Naming involves explicitly labelling relational practices as instrumental leadership behaviours, making visible the emotional labour and coordination work that typically disappears in TPCs. Norming embeds these practices into organizational structures through performance metrics, job descriptions, and reward systems that value collective growth over individual achievement. This process requires "tempered radicals"—privileged organizational members who leverage their

positional power to champion change while managing resistance from those benefiting from existing power structures. The framework introduces Relational Inquiry (RI), an adaptation of Appreciative Inquiry specifically designed to address power dynamics and foster Active Organizational Belonging. Unlike traditional AI, RI explicitly names gender and power dynamics, requires accountability from those with organizational privilege, and creates structured opportunities to examine how systemic advantages shape workplace experiences. The RI process guides organizations through discovering current belonging patterns, dreaming of power redistribution, designing accountability measures, and delivering sustainable transformation.

*Conclusion:* This comprehensive approach addresses root causes of toxic phenomena, including harassment, imposter syndrome, code-switching, and emotional labour exploitation—recognizing these as symptoms of broken systems rather than individual failures. By redefining courage from toxic dominance to brave allyship, organizations can create environments where psychological safety enables all members to contribute authentically, take creative risks, and engage in the mutual growth that characterizes sustainable organizational excellence. As artificial intelligence increasingly performs cognitive work, embracing our uniquely human capacities for empathy, connection, and relational growth becomes not just beneficial but essential for organizational survival and success.

## **P151**

### **Beyond the Label: Comparing Workplace Stigma Toward Autism and ADHD**

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*Background:* Diversity and inclusion efforts increasingly recognize neurodiversity - the understanding of conditions like autism and ADHD as natural human variations. However, researchers and practitioners often group distinct neurotypes under a single umbrella, potentially obscuring differences in workplace perception. This study addresses a key question for organizational practice: are workplace attitudes toward neurodivergence shaped primarily by diagnostic labels, by explicit social-functional behaviours, or by broader social assumptions? This research examines three central issues critical for refined inclusion practices: 1) Whether employees respond differently to diagnostic labels versus explicit behavioural descriptions; 2) Whether Autism and ADHD elicit distinct levels of stigma; 3) Whether individuals report higher personal acceptance than the acceptance they attribute to others. Understanding these dynamics is crucial for guiding effective organizational inclusion.

*Method:* We utilized a vignette-based experimental design. Participants (N = 360) were randomly assigned to one of six scenarios describing a prospective coworker diagnosed with either Autism or ADHD. The scenarios varied by presentation type: some provided only the diagnostic label (Label Only condition), while others included the same label accompanied by explicit social-functional behavioural descriptions (Label + Behaviour condition). After reading the vignette, participants completed a general stigma scale and a personal interaction scale.

*Results:* Three key findings emerged, 1) Stigma Amplification by Behaviour: Stigma was significantly higher when diagnostic labels were paired with explicit behavioural descriptions. Participants reacted more negatively when the coworker was described as showing noticeable differences in communication, social functioning, or work style, compared to when the diagnosis was presented alone. 2) Neurotype-Specific Stigma: Autism elicited higher overall stigma than ADHD, particularly regarding expectations of social integration. Differences were strongest for perceptions related to social avoidance and difficulty forming workplace relationships, suggesting that autism triggers greater concerns about interpersonal fit. 3)

Personal-Social Acceptance Asymmetry: Participants consistently rated their own acceptance more positively than the acceptance they attributed to others. This suggests that self-reports may underestimate the true extent of neurodiversity-related stigma present in organizational contexts.

*Conclusion:* Efforts to promote neurodiversity in the workplace are essential and well-intentioned, and our findings support the literature showing areas of overlap in how Autism and ADHD are perceived. Nevertheless, meaningful inclusion requires attention to the specific behavioural expectations and social interpretations associated with each condition. Furthermore, the heightened concerns around social integration for Autism suggest that autistic employees may face distinct and greater risks of exclusion compared to those with ADHD. Additionally, the observed asymmetry between self-reported acceptance and attributed social acceptance indicates that while employees may be generally favourable towards workplace inclusion, the true extent of organizational stigma may be higher than initially assumed, especially when confronted with explicit behaviours rather than diagnostic label only. For occupational health psychology, these results emphasize that researchers must precisely specify the neurodiversity constructs they examine, paying close attention to the exact population studied and the framing of the research questions. Organizations, in turn, must tailor their inclusion strategies to address the unique characteristics and social dynamics of different neurotypes, particularly concerning the modification of attitudes, stigmas, and perceptions, in order to create psychologically safe, socially attuned workplaces that genuinely support participation across diverse neurotypes.

## **P152**

### **Extending the Job Demands–Resources Model to Neurodiversity: The Role of Resilience, Fairness, and Disclosure.**

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*Background:* This study empirically tests the Job Demands–Resources (JD–R) framework to examine how structural and personal resources influence well-being and burnout among neurodivergent and non-neurodiverse (neurotypical) employees.

*Method:* In across-sectional online survey of 648 neurodiverse and neurotypical employees from diverse sectors we assessed work resources such as challenge appraisal, resilience, perceived fairness, and their workplace demands such as work-time mismatch, perceived fairness, and hindrance appraisals as predictors of psychosomatic strain, burnout, well-being, and engagement. Using structural equation modelling, we tested the hypothesized JD–R pathways and multi-group invariance across neurodiversity status.

*Results:* The model demonstrated a good fit both for neurodivergent and neurotypical workers. Consistent with JD–R theory, resilience and challenge stress appraisals were connected to higher well-being and engagement, whereas work-time mismatch was connected to higher psychosomatic strain and burnout and lower motivation. Among neurodivergent participants, disclosure of neurodivergent status related to greater resilience and small indirect gains in well-being and engagement via resilience.

*Conclusion:* Findings support the JD–R model's dual motivational and impairment processes across neurodiversity while identifying workplace disclosure as a conditional resource, that can promote resource accumulation depending on the inclusiveness of the work environment.

**P153**

**Empowering Workers with Disabilities Through Inclusive Technology**

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*Background:* The aim is to evaluate how inclusive workplace technologies influences the work ability, accessibility and job satisfaction of workers with disabilities, and to identify organizational factors that support the successful adoption of such technologies within production and manufacturing companies. This study has been carried out through five labour-market regions within the Netherlands and financially supported by the Province of Gelderland. Research question: Which methodological approach can be used by employment support professionals (such as account managers from employers service points and job coaches) and companies to support disabled employees and/or job seekers in using inclusive workplace technology, with the aim of maintaining or increasing their work ability?

*Method:* A multi-site intervention study was conducted across 10 production and manufacturing companies. A total of 35 workers with disabilities (mobility, sensory, cognitive, and neurodivergent profiles) participated as well as 10 employment support professionals from different employer service points. Each company received a tailored program using the principles of universal work design. The intervention included; the implementation of different types of assistive technologies (e.g., digital work instructions, speech-to-text systems, ergonomic devices, communication aids); Training for workers and supervisors on technology use and inclusive workplace practices; Training for employment support professionals; Learning community for companies to share barriers and solutions; Follow-up support over 12 months. For the intervention the principles of Universal Work Design (Mattsson, 2023) and Leavitt Diamond (Leavitt, 1965) has been used to enforce the ability, motivation and opportunity of employment support professionals, companies and workers. A multidisciplinary team of researchers from HRM, Health, and Engineering collaborated closely throughout the development and implementation process. The intervention is currently being applied, and data collection is ongoing.

*Results:* Preliminary findings suggest that this integrated approach strengthens the ability, motivation, and opportunity of all stakeholder groups—workers with disabilities, supervisors, companies, and employment support professionals from employer service points. Workers experienced improvements in work ability and task accessibility when technologies were aligned with their functional needs and embedded within supportive work processes. Companies reported increased awareness of the potential of assistive and inclusive technologies, as well as a clearer understanding of their role in creating sustainable, accessible workplaces. For employment support professionals, the intervention contributed to enhanced professional competence, enabling them to better advise employers and tailor technology solutions for job seekers and employees with disabilities.

*Conclusion:* Although full data analysis is ongoing, the early results indicate that the intervention has the potential to provide actionable guidance for designing scalable, inclusive technology programs. It also highlights the importance of long-term collaboration between employers, employment support professionals, and researchers to ensure that technological inclusion becomes an integrated part of organizational development strategies rather than a temporary project.

**P154**

**Understanding Risks and Resources for Diverse and Vulnerable Workers: The Italian Experience of Workers' Safety Representatives**

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The growing presence of a diverse workforce (DWF; e.g., workers differing in age, race, culture, language, sexual orientation, and physical or psychological characteristics) within organizations requires that workplace safety strategies address not only general risks but also vulnerabilities related to individual and contractual characteristics.

To explore the issue of workplace safety for DWF, data were collected from 22 Workers' Safety Representatives (RLS; Rappresentanti dei Lavoratori per la Sicurezza) employed in Italian companies operating in the manufacturing and service sectors. A structured written interview was used to capture qualitative insights into their perceptions and experiences. RLS were considered privileged insiders, as they serve as "company spokespersons" on safety issues and represent a crucial link between workers and employers. They were asked to identify the types of DWF present in their organizations and to report on the main challenges and critical issues in managing workplace safety for DWF. They were also invited to describe existing policies, programs, and regulations, as well as to provide suggestions for future measures to improve safety management.

A thematic analysis of the data highlighted four critical DWF groups: (1) age (very young workers or those nearing retirement); (2) ethnic/linguistic differences; (3) specific personal conditions (e.g., disabilities, pregnancy); and (4) atypical employment contracts (e.g., temporary or part-time work). This finding is consistent with the existing literature, which suggests that these groups frequently face discrimination and have limited access to adequate protection measures and accommodations. Some of these DWF groups (e.g., migrant and temporary workers) also report the highest rates of occupational accidents and illnesses. Regarding the main challenges, RLS reported difficulties in promoting a safety culture, limited organizational and economic resources, and challenges in establishing trustful relationships with DWF. As for resources and facilitators, they highlighted specific company inclusion policies, ad-hoc training interventions, adjustments to workstations and procedures, and the presence of dedicated internal and external safety roles (e.g., RLS, SLST, RSPP).

This contribution aims to shed light on the still under-explored topic of workplace safety for DWF in the Italian context and to stimulate a constructive debate on concrete actions to ensure safety and well-being for all workers.

**P155**

**Techno-uncertainty and Techno-overload among the Dutch Working Population: What is Needed for Simultaneous Promotion of Employee Well-being and Innovative Work Behaviour?**

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*Background:* Emerging technologies on the work floor have been related to increased productivity and efficiency, but also to technostress, reduced employee well-being, and lowered

performance. In the present study, we aimed to investigate the prevalence of two prominent technostressors, namely techno-uncertainty and techno-overload, across various sectors in the Netherlands. By applying job demands-resources theory, we additionally aimed to clear up previous mixed findings by investigating individual, task-related, and organizational moderators in the relations between techno-uncertainty and frustration, emotional exhaustion, and innovative work behaviour.

*Method:* A three-wave longitudinal study was carried out with a representative sample of the Dutch working population (1st/2nd/3rd survey: 1018/750/547 participants). Due to the previous mixed findings, the study applied a split-sample validation approach. Therefore, the sample was randomly split: Based on exploratory findings within the exploratory dataset, hypotheses were derived and accordingly, confirmatory analyses were pre-registered on OSF. Afterwards, we tested the hypotheses within the confirmatory dataset. The prevalence and potential differences in technostressors between sectors were investigated by calculating descriptives and conducting repeated-measures MANOVA. To examine the relations of techno-uncertainty and psychological and behavioural outcomes (depending on moderators), we calculated correlations and performed linear mixed effects models. The standard  $p \leq 0.01$  was applied for confirmatory analyses.

*Results:* With regard to the prevalence, techno-uncertainty and techno-overload were moderate; there were no meaningful differences between sectors. Correlational analyses showed significant weak positive relations between techno-uncertainty and both, frustration and innovative work behaviour. Linear mixed effects models revealed a significant moderation effect of techno-overload in the relation between techno-uncertainty and emotional exhaustion which indicated that higher levels of techno-overload correspond to a more positive relation than lower levels of techno-overload. Aside, the moderator individual adaptability in the relation between techno-uncertainty and innovative work behaviour almost reached significance within confirmatory analyses which suggested that higher levels of individual adaptability correspond to a more positive relation than lower levels of individual adaptability.

*Conclusion:* This longitudinal study applied a split-sample validation approach and contributed to the establishment of pre-registrations as a standard for increasing transparency and improving the robustness of research findings. The present study is the first to provide insights on the prevalence of technological job demands among a representative sample of the Dutch working population. In contrast to previous technostress studies, we investigated moderators and examined interaction effects between technostressors. Thereby, our study provides indications for the simultaneous promotion of employee well-being and innovative work behaviour in the context of emerging technologies at the workplace.

## **P156**

### **Understanding Employee Benefit Profiles of Generative AI Use: The Role of Supervisor Attitudes and Age**

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*Background:* As generative artificial intelligence (AI) increasingly integrates into contemporary workplaces, employees differ markedly in the benefits they perceive from its use. Understanding these differences is critical to supporting sustainable and human-centred AI adoption. Drawing from the Job Demands–Resources (JD-R) model and research on leadership as a contextual resource, this study examines whether employees can be grouped into distinct profiles based on the benefits they experience from AI tools (e.g., productivity, creativity, learning), and how supervisors' attitudes toward AI shape the likelihood of belonging

to each profile. We further compare profiles in terms of job crafting behaviours, work engagement, and age, to understand the broader motivational and developmental implications of AI use in the workplace.

**Method:** A sample of 781 employees from diverse sectors completed a survey assessing perceived benefits derived from AI use (productivity, quality, creativity, trust, workload reduction, communication, and learning), job crafting, work engagement, and perceived supervisor attitudes toward AI. Latent class analysis identified subgroups based on benefit patterns. Covariates were used to predict class membership via multinomial logistic regression with the largest and lowest-benefit class as the reference group. Differences across classes were tested using ANOVAs and post-hoc comparisons.

**Results:** A four-class solution best represented the data: Class 1 (3%) – High-Benefit Maximisers: very high probability of reporting all benefits. Class 2 (14%) – Low-Benefit Sceptics: consistently low benefit endorsements. Class 3 (12%) – Moderate-Benefit Users: mixed but moderate benefit reporting. Class 4 (71%) – Selective Learners: low endorsement of all benefits except learning. Supervisor attitudes strongly predicted class membership. Each unit increase in supervisor support for AI increased the odds of belonging to: Class 1 vs. Class 4: OR = 4.18, Class 2 vs. Class 4: OR = 3.20, Class 3 vs. Class 4: OR = 1.67, indicating that supportive supervisors act as a key contextual resource shaping AI benefit perceptions. Profiles also differed in age, with younger employees more likely in the high-benefit class ( $M = 34.20$ ) compared to the largest class ( $M = 41.80$ ),  $\chi^2 = 12.92$ ,  $p = .005$ . Significant differences emerged for developmental job crafting ( $\chi^2 = 28.60$ ,  $p < .001$ ) and utilization crafting ( $\chi^2 = 15.47$ ,  $p = .001$ ), with Class 1 showing the highest levels. Work engagement also varied across classes ( $\chi^2 = 10.45$ ,  $p = .015$ ), again favouring high-benefit users. Higher-benefit classes showed higher developmental and utilization job crafting and higher engagement, whereas low-benefit classes were older and displayed lower proactive behaviours.

**Conclusion:** Employees experience AI very differently, and these differences have meaningful implications for work design, motivation, and well-being. Supportive supervisor attitudes strongly increased the likelihood of belonging to higher-benefit profiles, highlighting the central role of leadership in facilitating positive AI experiences. Organizations aiming to promote beneficial AI use should therefore attend not only to technical training but also to relational climates and supervisory practices.

## P157

### **From Hindrance to Challenge: the Protective Role of Techno-Inhibitors in Work Exhaustion**

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**Background:** Digital technologies increasingly shape how work is organized, creating both demands and resources that can affect employee well-being. From the perspective of the Holistic Model of Work Stress, work-related exhaustion can be conceptualized as a core indicator of distress. Techno-inhibitors, such as user involvement and support, are conceptualized as organizational resources that may buffer hindrance techno-stressors and foster challenge techno-stressors. Hindrance techno-stressors refer to technology-related demands that are mainly experienced as obstacles and constraints, whereas challenge techno-stressors denote technology-related demands that are more likely to be appraised as opportunities for growth, learning, and achievement. However, the psychological mechanisms linking techno-inhibitors to distress outcomes such as exhaustion remain less well understood, and the emerging evidence on challenge and hindrance techno-stressors is still scarce and

partly inconsistent, particularly when both dimensions are examined simultaneously. Guided by the Holistic Model of Work Stress, this study examined whether hindrance and challenge techno-stressors mediate the association between techno-inhibitors and work-related exhaustion among public- and private-sector employees in Portugal.

*Method:* A cross-sectional online survey was conducted with 826 public- and private-sector employees in Portugal (most aged 35–54 years; 58% women). Techno-inhibitors, hindrance and challenge techno-stressors, and exhaustion were assessed with validated multi-item scales. Structural equation modelling with maximum likelihood estimation was used to test a parallel mediation model in which techno-inhibitors predicted exhaustion directly and indirectly via hindrance and challenge techno-stressors. The model showed acceptable fit according to standard indices (CFI, TLI, SRMR, RMSEA).

*Results:* Higher techno-inhibitors were associated with lower exhaustion. Techno-inhibitors were negatively related to hindrance techno-stressors and positively related to challenge techno-stressors. In turn, hindrance techno-stressors were positively associated with exhaustion, whereas challenge techno-stressors were negatively associated with exhaustion. Both indirect effects were statistically significant. Together, techno-inhibitors and the two types of techno-stressors explained 33% of the variance in exhaustion, with the indirect path via hindrance techno-stressors being relatively stronger than the path via challenge techno-stressors.

*Conclusion:* The findings suggest that techno-inhibitors function as protective organizational resources that reduce distress, indexed by work-related exhaustion, not only directly but also through shaping employees' challenge and hindrance appraisals of technology. By simultaneously dampening hindrance techno-stressors and fostering challenge techno-stressors, techno-inhibitors appear to steer technology use towards more sustainable and health-promoting experiences. The findings extend the Holistic Model of Work Stress to increasingly digitalized work settings by showing that techno-inhibitors shape how employees appraise technology-related demands and, in turn, their exhaustion. Interventions that strengthen technology-related support and involvement may therefore be effective strategies to mitigate work-related exhaustion, particularly in the Portuguese context. Future longitudinal and intervention studies should examine whether strengthening technology-related support and involvement can sustainably reduce exhaustion.

## **P158**

### **Connecting at a Distance: AI Social Support in Remote Work and Well-being**

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*Background:* in line with Job Demands–Resources (JD–R) theory, remote work arrangements can reduce day-to-day social resources, elevating isolation and loneliness with downstream consequences for motivation and mental health. With new technological advancements, work support formerly received from colleagues and supervisors may be supplemented by Generative AI (GenAI) tools to a larger extent when working more from home; however, the extent to which such tools can complement or partially substitute human support at work remains unclear. This study examines whether support derived from GenAI tools can function as a technology enabled job resource that helps sustain employees' sense of connectedness to others (reflecting perceived inclusion, closeness, and support from others) when opportunities for human contact are limited. We further test whether connectedness transmits effects to work engagement and depressive symptoms over time.

*Method:* A two-wave survey (spring 2026) will sample Swedish employees who use GenAI at work in remote-eligible roles who use GenAI at work (target N≈400). Key variables include extent of remote work (days per week), perceived social support from GenAI (with a scale developed for this study assessing emotional, informational, instrumental, and appraisal support), connectedness to others, work engagement, and depressive symptoms. Structural equation modelling will apply a half-longitudinal design, estimating X (predictors) → M (mediator) and M → Y (outcomes) paths across waves with baseline controls. Covariates include age, gender, education, hours, occupation, family status, time using GenAI, and remote work allowance. A moderation analysis will be performed for remote work extent on the link between GenAI support and connectedness.

*Results:* Our hypotheses are that: (1) perceived GenAI support in work will prospectively increase connectedness to others, particularly for employees with higher remote work extent; (2) greater remote work extent will predict lower connectedness; and (3) connectedness will mediate effects to higher work engagement and lower depressive symptoms, over time. Preliminary results will be available and presented at the conference.

*Conclusion:* By positioning GenAI as a complementary job resource rather than a replacement for colleagues, the study seeks to clarify when and how AI-enabled support can buffer loss of social resources in remote work arrangements. Anticipated implications include awareness of GenAI for socially supportive use cases (e.g., encouragement, quick information, practical task support, feedback etc.), and insights about sense of connectedness as a mechanism linking technological resources to both motivational and impairment processes within the JD-R framework.

## **P159**

### **The AI Emotional Shield: Protecting Hospitality Workers From Guest Incivility Or Intensifying emotional Surveillance?**

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Frontline hospitality employees are required to remain polite, composed, and emotionally available while managing complaints, rudeness, and service failures. Customer incivility contributes to emotional exhaustion, diminished job satisfaction, and increased turnover intention within the hospitality sector (Pu et al., 2024). Artificial intelligence (AI) is increasingly integrated into hotels and restaurants through chatbots, digital guest communication, human resources analytics, and employee-support systems. This study investigates whether AI can serve as an emotional shield that mitigates workers' exposure to harmful guest behaviours, rather than functioning solely as a mechanism of managerial control.

This study is grounded in Job Demands–Resources theory and Conservation of Resources theory. Customer incivility, emotional labour, and pressure for rapid responses are conceptualised as job demands. AI support is theorised as a potential job resource when it offers employees control, response guidance, escalation prompts, and recovery support. Conversely, emotion AI and algorithmic management may introduce surveillance, increase emotional privacy matters, and enforce compliance with display rules (Roemmich et al., 2023). From a psychosocial work perspective, AI-mediated service interactions may reshape key job demands and resources by altering employees' exposure to incivility, emotional labour, autonomy, psychological safety, and perceived surveillance.

This study uses a sequential mixed-methods design. In phase one, 25 to 30 semi-structured critical incident interviews will be conducted with UK hospitality workers from reception,

reservations, guest relations, food and beverage, and supervisory roles. These interviews will explore recent experiences of guest incivility, emotional labour, digital monitoring, managerial support, and perceptions of acceptable AI support. Data will be analyzed using reflexive thematic analysis. In phase two, a scenario-based experiment will be conducted with approximately 300 hospitality workers, who will be randomly assigned to one of four conditions: no AI support; worker-controlled AI response guidance; worker-controlled AI message softening with escalation support; or management-controlled AI emotion and performance monitoring. Outcome measures will comprise emotional exhaustion, emotional dissonance, surface acting, perceived autonomy, psychological safety, privacy worries, trust in the employer, perceived surveillance, and turnover intention. In phase three, a ten-working-day diary study will be conducted with a sub-sample of approximately 80 workers to capture daily guest incivility, AI or digital support, end-of-shift exhaustion, rumination, and psychological detachment.

The study would demonstrate that AI supports employee well-being only when it is transparent, optional, worker-controlled, and distinctly separated from disciplinary or performance evaluation processes. In contrast to previous hospitality AI research, which has primarily examined adoption, stress, withdrawal, and counselling, this paper addresses the underexplored domain of real-time AI support during guest-worker interactions (Kumawat et al., 2025; Wang et al., 2024). The paper positions AI design as a psychosocial risk-prevention tool within occupational health psychology and presents practical recommendations for hotels regarding ethical AI governance, worker participation, data minimisation, and non-punitive well-being support.

## **P160**

### **Time is Neutral?: Exploring Liminality in Workplace GBVSH Disclosures**

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*Background:* Growing and more diverse application of liminality in management and organization studies has deepened understanding of organization–individual dynamics and challenges in the world of work (Soderlund and Borg, 2018). This paper examines liminality (as Turner 1967 articulates as a social limbo in which one's social identity is temporarily undefined) experienced by employees relating to disclosure of gender-based violence and sexual harassment (GBVSH) in Higher Education settings. It focuses on their interaction with three groups: direct line managers, human resource professionals and/or designated contact points with responsibility for equality, diversity and inclusion or sexual violence prevention. We conceptualise disclosure not as a single event but as an extended threshold state in which individuals navigate uncertainty, role ambiguity, and procedural suspension while institutions deliberate a course of action relating to the disclosure. The concept of liminality is used to foreground temporal, relational, and organizational dimensions that shape outcomes for victims of GBVSH at work.

*Method:* Using a trauma informed approach, in-depth semi-structured interviews were undertaken with victims of GBVSH drawn from across the higher education sector in Ireland. Interviews probed experiences of disclosure, perceptions of support and risk, communication practices, and consequences for work and well-being. The interview data was systematically analyzed to identify patterns in experiences, disclosure processes, and impacts, both personal and work-related.

*Results:* Power asymmetry, fear of reputational damage, and secondary harm shaped disclosures for many. Liminality was identified in several ways. Complainants experienced a sustained state of personal liminality characterised by interrupted professional trajectories, dual identity as both employee and alleged victim, and persistent uncertainty about outcomes. Through their experiences we saw managers also occupied a form of institutional liminality where their role conflicted leaving them simultaneously gatekeepers of policy, and potential 'evaluators of truth', producing hesitancy and ad hoc decision-making in processes and outcomes, sometimes in the absence of clear supports (or at least an understanding of such). Cross-cutting themes included temporal delays, communication gaps that intensified uncertainty, and the stabilising or destabilising effects of organizational policies and/or HR practices. Managerial lack of training and inconsistent HR protocols amplified liminal experiences for all parties.

*Conclusion:* Actively silencing victims of misconduct, including sexual harassment, suffered in their workplace has been discussed in the literature to date (Pagan, 2025), however we focus on what we view as 'silencing through inertia'. Conceptualising disclosure through a liminality lens offers a practical framework to redesign institutional responses that reduce harm, clarify roles, and shorten the period taken to achieve meaningful outcomes. Policy design should embed temporal safeguards that balance prompt action with procedural fairness while prioritizing victim well-being.

## **P161**

### **Perceived Organizational Exploitation and Employee Health: An Examination of Processes and Boundary Conditions**

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*Background:* Although unemployment rates have reached an all-time low globally since 2000, deficits in decent work prevail, as is evidenced by the alarming deterioration of fundamental labour rights (International Labour Organization, 2024). Labour exploitation and modern slavery comprise forced labour, human trafficking, slavery, and servitude (Cooper et al., 2017; International Labour Organization, 2022), yet these may not fully reflect the subtle lived exploitative experiences of employees. Recent research argues that exploitative working relationships can be present in any context and experienced by any employee, ranging from extreme to more subtle forms. Drawing on the Conservation of Resources theory, we argue that through the depletion of resources, employees' perceived exploitation is likely to affect their emotions, cognition, and motivation, with a subsequent effect on their physical and psychological health. Moreover, we suggest that coworker support serves as a critical boundary condition that can alleviate the negative effects of perceived exploitation. Specifically, we propose that inward-focused negative emotions, rumination, and thwarted psychological needs are intertwined mechanisms linking perceived exploitation to health-related outcomes.

*Method:* In Study 1, we used an experimental vignette methodology (EVM). We designed an experiment in which we manipulated the variable of interest (i.e., perceived exploitation) via three realistic scenarios, following the EVM recommendations of Aguinis and Bradley (2014). We then asked participants to rate the extent to which their perception of exploitation affected their emotions, cognition, and motivation. Specifically, in Study 1, we developed scenarios capturing the absence of, medium, and high levels of perceived organizational exploitation. Each scenario included a brief description of a job from the employee's point of view, with the focus mainly on their relationship with their employer. The final sample was composed of 158

participants who were working in the United Kingdom. In Study 2, we addressed experiments' limitations by employing a time-lagged field study to examine and conceptually expand our model by assessing the effects of perceived exploitation on health-related outcomes. This type of design enhances ecological validity by capturing relationships over time and reducing concerns about common method bias (CMB) (Podsakoff et al., 2012). Together, the two studies provide a balance between internal and external validity, strengthen the robustness of our findings, and allow us to be more confident in our conclusions (Aguinis & Edwards, 2014). Our final sample consisted of N = 294 participants who worked in the sector of Education and Training in the United Kingdom.

*Results:* Findings show that employees' perceptions of exploitation predict their negative emotions, rumination, and thwarted psychological needs. We also found that perceived exploitation has direct and indirect effects on employees' health. Our findings reveal that emotional and motivational pathways mediate the relationship between perceived exploitation and depressive symptoms, while cognitive and motivational pathways mediate the relationship between perceived exploitation and somatic complaints. Additionally, coworker support does not neutralize the negative effect of perceived exploitation, and it can even amplify it.

*Conclusion:* We first extend the concept of exploitation by examining a more subjective and subtle form with detrimental effects on employees' health. Using insights from COR theory (Hobfoll et al., 2018), we advance the conceptual foundation for understanding why employee perceptions of exploitation lead to both psychological and physical health problems. The thwarting of psychological needs is the mechanism with greater explanatory power than the other mechanisms, suggesting that perceived exploitation directly targets and harms basic psychological needs and, therefore, employees' motivation. In addition, the activation of emotional and motivational processes highlights how perceived exploitation triggers an immediate emotional response and frustrates individuals' psychological needs, which is then translated into poorer psychological health. An interesting finding is the downside of coworker support, which challenges the COR's argument that support is a relational resource.

## **P162**

### **Mental Health Challenges and the Work of Occupational Health (OH) Psychologists in OH Services**

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*Background:* In Finland, occupational health (OH) services for companies and organizations are provided by multidisciplinary teams of OH service providers. Teams include physicians, nurses, and physiotherapists as OH professionals, as well as psychologists as OH experts. The demand for the work of OH psychologists has increased in recent years due to the growing incidence of mental health challenges, particularly among young working-age adults. OH psychologists typically engage in work focusing both on individuals and on developing workplaces, work communities, and organizations. Our aim was to investigate OH professionals' and experts' perceptions of multidisciplinary collaboration in OH services. We report particularly how the increased mental health challenges among working-age individuals have influenced the content of OH psychologists' work.

*Method:* Thematic interview data were collected from eight OH service providers through eight multidisciplinary focus groups (N=34), each including one OH psychologist participating in the group interview. The interviews were conducted via Microsoft Teams, recorded, and transcribed for analysis. Participants were specifically asked to describe how mental health

challenges have influenced on OH practices. The most frequently occurring meaning units to the work content of OH psychologists were classified from the interview transcripts and applying principles of qualitative content analysis.

*Results:* Based on OH professionals' perceptions, OH psychologists are increasingly involved in performing multidisciplinary workplace surveys, as many tasks include psychosocial factors. Digital tools have made it easier for multidisciplinary teams to connect remotely, share information, and respond earlier to mental health challenges faced by clients or workplaces. OH psychologists participate in OH negotiations in some service providers, discussing workplace interventions with supervisors to support the client's work ability, such as opportunities for job modifications. Other professionals encourage and refer clients with mental health problems to OH psychologists at a low threshold, while OH psychologists share information with the team about companies experiencing mental health challenges. Remote work has enhanced the accessibility of OH psychologists, enabling them to provide both individual appointments and organizational services across different locations through digital tools. OH psychologists also provide lectures, guidance, and advice to workplaces regarding mental health challenges, managing mental health-related sick leaves in some cases, and supporting supervisory work based on workplace needs. In some service providers, clients can be referred to psychotherapy, and OH psychologists follow up post-therapy progress. The development of digital tools has facilitated fast discussions and preparations within teams to address the needs of clients and work communities. Multidisciplinary teams can share knowledge about factors influencing workplace mental health challenges and assess work ability situations.

*Conclusion:* According to the perceptions of OH professionals, the need for and scope of OH psychologists' work in OH service providers has increased and diversified due to the growing incidence of mental health challenges among working-age individuals. We found that OH psychologists are extensively involved in surveying workplace psychosocial workload and resources, participating in occupational health negotiations between clients and workplaces, supporting work communities, and promoting mental health both at workplaces and with individuals.

## **P163**

### **Enhancing Leadership through Mental Health**

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*Background:* Supervisors occupy a pivotal position in organizations, carrying responsibility for both their own well-being and the mental health of those they lead. Yet, research on leaders' mental health is limited (Barling & Cloutier, 2017). This limitation is concerning as leaders play a central role in shaping workplace performance and employee outcomes, and their mental health is linked to leadership effectiveness (Byrne et al., 2014). Our study focuses on leaders' mental health and its predictive ability of key leadership outcomes, including leader self-efficacy, leader identity, motivation to lead, and reluctance to lead. More broadly, the study is designed to tease apart different facets of leaders' mental health and to identify which specific forms of distress are most strongly and uniquely associated with leadership outcomes. Ultimately, the goal is to discover key predictors and outcomes that can form the basis of targeted intervention to help improve leaders' mental health, and subsequently leadership outcomes (Barling & Rego, 2026).

*Method:* We will conduct a large cross-sectional field survey using Prolific. We will recruit leaders (those who are currently supervising other employees) and employees (those who do not and never have supervised another employee). The survey will assess a broad set of mental health related constructs, including anger, anxiety, depression, burnout, romantic relationship difficulties, posttraumatic stress symptoms, sleep problems, substance use, workaholism, and work family conflict. Participants will also complete measures of leader self-efficacy, leader identity, motivation to lead, and reluctance to lead. We will include emotional fatigue and the Big Five personality traits as covariates. Analytically, we will use confirmatory factor analysis to test the measurement model, and regression analyses to examine the predictive validity of mental health constructs for leadership outcomes, controlling for personality traits and emotional exhaustion. We will also estimate the prevalence and profiles of mental health indicators in this sample.

*Results and Conclusion:* Data collection has not yet begun but is planned for completion by February 2026.

## **P164**

### **Validation of a Work Experience Tool (WEX Tool) within Belgian Public and Private Sectors**

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*Background:* In the context of rising psychosocial risks, evolving organizational challenges, and the rapid transformation of the world of work, particular attention must be paid to the development of tools capable of capturing the lived experience of workers. Building on three focus groups and a Delphi method conducted with occupational health professionals involved in supporting work-related issues, we developed a questionnaire assessing nine core dimensions of the work experience: work identity, recognition, collective functioning, values, meaning at work, work organization, work craftsmanship, managerial role, and work centrality. The next phase sought to validate this tool on a sample of workers. The present communication aims to present findings from the validation study conducted within both the public and private sectors in Belgium.

*Method:* The questionnaire was disseminated online among Belgian workers from the public and private sectors. The quantitative analysis followed four main axes: 1) Analysis of internal consistency through item-total correlations, conducted on the full sample from both sectors. This step enabled us to evaluate the contribution of each item to its respective dimension and to identify items with insufficient coherence. Items showing weak or ambiguous item-total correlations were removed in order to refine the internal structure of the scale. 2) Analysis of internal reliability (Cronbach's alpha coefficients), performed on all workers across both sectors. These analyses allowed us to assess the reliability of each subscale. 3) Analysis of convergent validity, carried out separately for the two sectors. The tool was compared with established measures of burnout: the Oldenburg Burnout Inventory (OLBI) for public-sector workers and the Burnout Assessment Tool (BAT) for private-sector workers. 4) The factor-analytic procedure was performed to examine the underlying structure of the questionnaire and to further refine the item set. Factor analysis enabled us to verify whether the empirical structure matched the theoretical model of nine dimensions, to identify items with low or cross-loadings, and to reduce redundancy.

*Results:* Reliability analyses revealed generally high Cronbach's alpha coefficients, confirming strong internal consistency across most dimensions and subdimensions. In total, on the 142 items, 73 items distributed across the 9 dimensions were retained. Several problematic items

were identified and removed in order to improve the structure of the tool. Convergent validity was strongly supported. In the private sector, all nine dimensions correlated significantly and negatively with the BAT. In the public sector, significant negative correlations emerged between the tool's dimensions and both components of the OLBI (exhaustion and disengagement). These results converge toward a robust capacity of the tool to capture key aspects of the work experience associated with burnout risk

*Conclusion:* The initial quantitative validation analyses indicate that the tool demonstrates promising psychometric properties. Nonetheless, certain methodological limitations call for further research, in particular confirmatory factor analyses and larger, more diverse samples. Overall, the tool already appears to offer a relevant and valuable contribution to assessing work experience and supporting the prevention of psychosocial risks.

## **P165**

### **Do Health Issues Lead to More Hindrance Stressors and Fewer Challenge Stressors? Cross-Lagged Reciprocal Associations of Psychosomatic Complaints and Irritation With Stressors During the First 20 Years of Work**

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Long-term associations between stressors and strain are rarely studied, and particularly the reverse relationship—how strain affects working conditions — remains underexplored. Furthermore, previous studies often fail to distinguish between the effects of strain on challenge and hindrance stressors. However, these relationships may vary depending on the type of stressor and the underlying mechanism considered (e.g., perceptual, stressor creation, drift, or refuge mechanism). While a decline in health could foster both an increase in hindrance and challenge stressors, based on the perceptual and stressor-creation hypotheses, the assumption of lower work capacity due to health impairments, as posited by the drift hypothesis, denotes differential effects. If supervisors notice diminished performance, they may start delegating fewer challenging tasks to workers due to their reduced capacity to achieve work-related goals. Instead, supervisors may assign unpopular tasks that are not challenging but imply substantial hindrance stressors (e.g., illegitimate tasks; Semmer et al., 2015). These task assignments would result in fewer challenge stressors (CS) and increasing hindrance stressors (HS). To narrow this gap, this study examines prospective reciprocal relationships between strain with challenge and hindrance stressors over 10 years. Additionally, it explores whether a drift towards more hindrance and less challenge stressors is more distinct for individuals who report reduced work performance (drift hypothesis) and how task-oriented coping moderates these relationships, mitigating the increase in hindrance stressors while exacerbating the reduction in challenge stressors (refuge hypothesis).

Drawing on a 20-year longitudinal dataset of 626 Swiss workers from five occupations, the study applied Cross-lagged Panel Models to analyze the relationships between psychosomatic health complaints and irritation after work with challenge and hindrance stressors across three measurement occasions (1997, 2007, 2017). Performance decrements and task-oriented coping were tested as moderators.

Individuals experiencing greater irritation after work reported increased hindrance stressors 10 years later. More psychosomatic complaints were associated with prospectively decreased challenging stressors. The latter effect was particularly present among individuals with highly impaired performance (drift-related interaction), while individuals without relative performance decrements did not report a decrease. Individuals with higher psychosomatic complaints experienced a weaker increase in hindrance stressors when they reported higher task-oriented

coping compared to those with lower task-oriented coping (refuge-related interaction). In contrast, more hindrance stressors predicted increased irritation throughout, but increased psychosomatic complaints were only observed from 2007 to 2017. Higher challenge stressors predicted increased irritation between 2007-2017 but decreased psychosomatic complaints in an exploratory model.

Over the course of two decades, reverse effects include systematic qualitative changes in job stressors and vice versa, marking a reciprocal relationship. Health problems predict decreases in challenge and increases in hindrance stressors. Hindrance stressors predicted increased health problems, while challenge stressors showed differential effects. Moreover, individuals' impaired work performance and active coping moderate qualitative changes in job stressors. Findings underscore the need for long-term occupational health strategies to prevent adverse developments of stressors, including stressors caused by declining workers' health. Promoting individual resources and health-preserving work design can help mitigate a potentially detrimental cycle in which poor health promotes a drift toward adverse working environments.

## **P166**

### **Could Learning Organizations Facilitate Physician Well-being? A Systematic Review**

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*Background:* Physician mental health has deteriorated in recent years (Garcia et al., 2019; McPherson et al., 2022; Shanafelt et al., 2019). Unsurprisingly, poor physician mental health has been linked to a litany of personal and patient care issues (Garcia et al., 2019; Goodman & Berlinerblau, 2018; Trzeciak & Mazzairelli, 2019). Given this, researchers have called for healthcare worker mental health to be addressed as a healthcare systems level issue (Gajjar et al., 2021; Panagioti et al., 2017). Løvseth and De Lange (2020) have advanced a "Healthy Healthcare" paradigm to guide healthcare well-being interventions. It covers three key pillars of healthcare systems: quality of patient care, worker health and well-being, and organizational systems and practices. One system level model that could be investigated to tie together physician well-being and patient outcomes is that of creating learning organizations – organizations that learn, adapt, change, and improve over time (Yang et al., 2004). Learning organizations are designed to foster "well-being and growth of employees as well as to success" (Senge, 2006, p. 15). Despite the intent behind the concept of learning organizations, no systematic reviews have been done to consolidate our understanding of how learning organizations might affect individual well-being. This leads to the main research question of this study: Could learning organizations be used as a systems level intervention to improve physician well-being?

*Method:* A rapid evidence assessment (Barends et al., 2017) was conducted to assess what is known in the literature. Search terms were structured to capture studies about learning organizations and twenty-five different constructs related to well-being. Papers were sourced from five different databases. A total of 1,181 papers were found after duplicates were removed. Papers' titles and abstracts were screened and retained if they addressed the effects of learning organizations on physician (or other knowledge worker) well-being and met other screening criteria, resulting in 955 rejections. The remaining studies' full texts were screened, leading to 27 studies being retained. These studies' full texts were then reviewed to extract key data and to conduct a critical appraisal of each study's methodological appropriateness and quality (Barends et al., 2017).

*Results:* The review yielded evidence of positive links between learning organizations and work-related well-being. Many studies linked learning organizations to improved organizational

commitment (19 studies) and reduced turnover/ turnover intent (9 studies). Learning organizations were also associated with improved career satisfaction, engagement, morale, self-efficacy, and occupational well-being. A critical assessment of the studies demonstrated there is room for improvement with respect to methodological appropriateness and quality, with all but one study being cross-sectional.

*Conclusion:* Overall, these studies showed promising associations between learning organizations and individual well-being; however, given that the vast majority of studies were cross-sectional, no claim of causality can be advanced. Ultimately, further study will be required to refine our understanding of the relationship between learning organizations and physician well-being, but there are signs that learning organizations may be a promising system level intervention for improving both physician well-being and patient outcomes in alignment with the 'Healthy Healthcare' paradigm.

## **P167**

### **A Pilot Stepped-Wedge Randomized Controlled Trial Assessing the Efficacy of a Group-based Intervention to Improve Job Tenure of Individuals Receiving Supported Employment Services**

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*Background:* Many individuals benefit from employability services providing support with job search, preparation and tenure. These services can follow gold-standard frameworks, such as Supported Employment (SE) or Individual Placement and Support (IPS). A majority of individuals seek such services because of important barriers to entering the job market related to psychological disabilities (e.g. common mental disorders or severe mental illnesses) and/or extended periods of time away from the workplace. While most can and wish to work, only a small proportion (10-30%) enter the regular job market. Additional obstacles have been identified relative to job tenure specifically (e.g. cognitive demands, motivation, interpersonal challenges). The average job tenure in Canada is markedly shorter for individuals with psychological disabilities (8 months) than for the general population (8.4 years). This suggests that support should be provided not only to enter the job market but also to keep one's employment. Our team therefore developed and tested a psychosocial intervention, titled Minds@Work, which is aimed at improving job tenure of psychologically disabled individuals receiving supported employment services.

*Method:* Minds@Work has been developed based on several systematic literature reviews, to simultaneously target multiple transdiagnostic job tenure predictors, which include motivation, psychological needs satisfaction, self-compassion, cognitive abilities and biases, emotion regulation, theory of mind, and interpersonal communication. This group-based psychosocial intervention includes 9 manualized modules that equip participants with self-guided strategies to overcome their personal barriers to work insertion and tenure. Co-facilitated 90-minute sessions were provided once per week over a period of 9 weeks. Within a community-based participatory framework, a pilot stepped-wedge randomized controlled trial was conducted to assess the efficacy of Minds@Work compared to supported employment services as usual (TAU). A total of 50 individuals enrolled in a supported employment program (mean age 37.9 years old; 21 women, 27 men) were randomized into the control (TAU;  $n=23$ ) or experimental (TAU+Minds@Work;  $n=27$ ) condition. Occupational outcomes, including job acquisition and

tenure, were assessed at baseline, post-intervention, and at 3-, 6-, 9-, 12-month follow-ups. Implementation feasibility was also evaluated through semi-structured interviews with participants with lived/living experiences, group facilitators, and directors of collaborating supported employment organizations.

*Results:* Preliminary analyses suggest that more individuals allocated to the experimental condition ( $n = 9$ ; 33.3%), compared to the control condition ( $n = 5$ ; 21.7%), reported positive occupational outcomes (i.e. paid work, internship or volunteering), at post-intervention. Upcoming implementation analysis as well as longitudinal results from ongoing data collection over a 12-month follow-up period will further be presented at the conference.

*Conclusion:* While supported employment provides essential services to individuals, our results suggest that supplementing them with manualized interventions simultaneously targeting multiple factors known to influence job tenure can enhance occupational outcomes. One notable strength of this study is the real-world testing and implementation of the intervention in its intended practice setting. The present results are limited by a relatively small sample size and should be reproduced in a larger trial.

## **P168**

### **Cultivating Well-Being: A Community-Based Participatory Study of Latino Farmworkers' Mental Health During the Implementation of Farmworker Overtime Pay Policy**

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*Background:* Work is a key social determinant of health which powerfully influences health inequities. In the US, farmworkers—the majority of whom are Latino immigrants—experience disproportionate economic stressors as well as physical and psychological workplace risk factors, such as working long hours and experiencing income inadequacy, with 20% of farmworker's total family income below the poverty threshold. Although U.S. farmworkers work an average of approximately 46 hours each week, farmworkers are federally excluded from overtime pay for work over 40 hours. Oregon is the most recent of eight U.S. states which have passed farmworker overtime legislation, phasing in over a 5-year period (55, 48, then 40 hours). The purpose of this presentation is to describe our ongoing Community-Based Participatory Methodological (CBPR) approach, share our research findings related farmworker mental health in the context of Oregon's farmworker overtime policy implementation, and highlight the practical outputs of our work.

*Method:* In this work, we drawn on a CBPR framework, seeking to improve quality of data through purposeful collaboration between research partners to identify needs and design culturally tailored interventions that can lead to positive change. Specifically, over the past six years we have been working within the farmworker community in the Pacific Northwest and our team includes a partnership of community-based organizations and academic research institutions. We have collaboratively conceptualized each step of the project through study development, data collection, analysis, and dissemination. Further, we have also been able to iteratively identify challenges with the research approach and make modifications and improvements. Thus, community members and advocates directly informed and participated in this research, guiding the research questions and deliverables based on the concerns of the community. In all, we have collected data from 474 Latino farmworkers in the Pacific Northwest. During Phase I of our data collection (at the beginning of the 55-hour overtime threshold), we completed 5 focus groups with 50 participants and 214 baseline quantitative surveys. In Phase II (during the 48-hour overtime threshold) we have completed 210 Phase II quantitative surveys. Additional focus groups are planned for Spring, 2026, which will provide further qualitative insights as part of our presentation.

*Results:* Taken together, our findings suggest that farmworkers continue to experience workplace hazards, impacting their mental health. We found elevated rates of depression and anxiety compared to general populations, and we identified key risk factors (e.g., stress, loneliness, job insecurity, wage theft) and protective factors (e.g., social support from bosses, workers, family and friends; income adequacy) for mental health.

*Conclusion:* This presentation highlights our ongoing CBPR approach and specific protective and risk factors for farmworker mental health in the context of the implementation of Oregon's farmworker overtime policy. We underscore the importance of partnered engagement with communities in conducting research on workplace mental health, including the development, implementation, and evaluation of policies and practices.

## **P169**

### **Crafting a Satisfying Day: Investigating Basic Psychological Need Satisfaction Across Daily Life Domains**

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Self-Determination Theory (SDT; Ryan & Deci, 2000) posits that satisfaction of the basic psychological needs for autonomy, competence, and relatedness is essential for individuals' motivation, well-being, and optimal functioning. These needs are not static but dynamically fluctuate across daily contexts, particularly in adults' primary life domains—work and non-work. Although substantial evidence shows that need satisfaction within a given domain promotes well-being in that context, less is known about how individuals self-regulate need satisfaction across domains in everyday life. Drawing on the Integrative Need Crafting Model (de Bloom et al., 2020), we examined whether need crafting behaviours—intentional efforts to modify environments or activities to fulfil psychological needs—serve as a compensatory mechanism. Specifically, we hypothesized that low need satisfaction in one domain (e.g., work) would trigger crafting behaviours either in the other domain (cross-domain compensation) or in the same domain on the following day (within-domain compensation).

Using a 10-day daily diary design with 169 full-time employees (1,522 total observations), we assessed daily fluctuations in psychological need satisfaction at work and in non-work contexts, as well as subsequent crafting behaviours in both domains.

Multilevel modelling analyses revealed limited support for our hypotheses. Cross-domain compensation effects were largely unsupported: low need satisfaction in one domain did not predict increased crafting in the other, with one exception. Competence satisfaction during non-work time was positively associated with next-day job crafting intentions targeting competence ( $B = 0.06$ ,  $p = .007$ ), suggesting a potential facilitation rather than compensation effect. Similarly, within-domain compensation effects were absent.

These findings challenge theoretical assumptions that individuals engage in immediate regulatory behaviours such as crafting to compensate for lower basic psychological need satisfaction. Instead, our results suggest that compensatory processes may operate over longer timescales. This study contributes to SDT and work–non-work interface research by highlighting the complexity and temporal dynamics of daily need regulation. It also calls for a more nuanced understanding of how, when, and for whom need crafting functions as a self-regulatory strategy in modern work and life contexts.

**P170**

**Wise Moves at Work: A Dutch Short-Form Adaptation of the Wise Proactivity Scale**

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*Background:* Organizations increasingly rely on employees who take initiative, anticipate challenges, and act beyond formal job descriptions. Yet, for such behaviours to translate into sustainable effectiveness, they must be guided by thoughtfulness and contextual sensitivity. This highlights the importance of wise proactivity—a balanced form of initiative that integrates awareness of contextual demands, social dynamics, and self-regulation.. Conceptualized as a higher-order construct with three dimensions—context, others, and self—wise proactivity differs from general proactivity by assessing both initiative and appropriateness. Cultivating organizational environments that encourage such proactive wisdom is crucial for enhancing both individual and collective outcomes. Although the wise proactivity scale has undergone cross-national validation, it has not yet been studied in Western European contexts such as the Netherlands, where egalitarianism, direct communication, and consultative decision-making may shape how employees enact wise proactivity. The present study aims to adapt and validate the short form of the wise proactivity scale in the Dutch context.

*Method:* To ensure conceptual, semantic, and cultural equivalence, we will employ best practices in backward–forward translation, enhanced with AI-assisted translation models (ChatGPT 5.0 thinking model). Data will be collected from N=200 Dutch elderly care workers. Construct validity will be examined by testing whether the three first-order dimensions load onto a single higher-order factor. Discriminant validity will be assessed against related self-regulatory constructs (self-leadership, self-efficacy, reflective ability, and resilience), criterion validity will be tested with job satisfaction and employability, and incremental validity will evaluate whether wise proactivity explains variance in outcomes beyond antecedents. Reliability and model fit will be assessed using confirmatory factor analysis, while correlations and hierarchical regression analyses will test predictive and incremental validity. SPSS and AMOS 28 will be employed to conduct statistical analyses.

*Results:* Data collection is ongoing, and results will be presented at the conference. The Dutch wise proactivity scale is expected to demonstrate strong reliability and a higher-order factor structure. It should show discriminant validity from related self-regulatory constructs, criterion validity with job satisfaction and employability, and incremental validity by explaining additional variance beyond established antecedents.

*Conclusion:* This study extends wise proactivity research to the Dutch context by providing a validated short form of the scale, enabling rapid assessment in elder-care settings and guiding training, supervision, and organizational practices that foster culturally sensitive, effective proactive behaviours.

**P171**

**A Conceptual Replication and Extension of "Period Presenteeism - Working While Experiencing Dysmenorrhea" in a Norwegian Working Context**

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*Background:* Dysmenorrhea, or menstrual pain, can significantly impact women's work. The current study aims to replicate and extend the findings of Cook and van den Hoek (2023), who

found a positive association between dysmenorrhea and presenteeism, which is mediated by disclosure to the leader and moderated by having a medical diagnosis relating to menstrual pain. We aim to replicate their cross-sectional findings in a Norwegian sample using a time-lagged design and explore how contextual factors—such as migration history, ethnicity, and job security—affect medical help-seeking behaviours and presenteeism.

*Method:* Utilizing a time-lagged, self-report online survey design, we recruit participants experiencing their menstruation at T1 from a diverse Norwegian working population. Recruiting directly during their menstruation aims at reducing recall and other response biases documented in research on menstrual cycles (for a review see Grandey et al., 2019). A follow-up survey (T2) will capture presenteeism 7–12 days later, facilitating the examination of short-term fluctuations and reducing common method bias. We will use multiple linear regression models to analyze associations between menstrual pain and presenteeism and use mediation and moderation analyses to examine disclosure to the leader as a mediator and medical diagnosis as a boundary condition influencing this relationship.

*Results:* We are currently in the data collection phase and will end data collection by December 2025. All relevant results will be presented together with our exploratory findings on migration history, ethnicity, and job security and their association with medical help-seeking and presenteeism. An overview of all hypotheses we will be testing is pre-registered under: <https://osf.io/xct53>.

*Conclusion:* This conceptual replication will contribute to a more robust understanding of how dysmenorrhea influences presenteeism. By addressing limitations of the previous study—specifically, the reliance on retrospective self-reports of menstruation over the past six months and cross-sectional data—this research underscores the necessity of replication studies in psychology to confirm existing findings and enhance generalizability. Additionally, this study extends the original research by exploring contextually relevant factors such as ethnicity and temporary employment contracts, which may place employees in a vulnerable position regarding health and work performance. This holistic approach will provide deeper insights into the intersection of menstrual health and workplace dynamics, ultimately informing better support mechanisms for affected individuals.

## P172

### **Tough Day Ahead? The Role of Morning Reattachment in Dealing With Anticipated Job Demands**

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*Background:* Psychological reattachment refers to mentally reconnecting with one's work before or upon returning to work, typically in the morning (Sonnentag & Kühnel, 2016). It can include a variety of behaviours and thought processes, such as writing to-do lists, mentally preparing for difficult conversations, and reviewing one's meeting schedule (Schleupner et al., 2024). Previous research has linked psychological reattachment to a range of favourable outcomes, including work engagement, proactive work behaviour, and goal progress (e.g., Cheng et al., 2025; Vogel et al., 2022). We extend this research by investigating on which days reattachment matters most. We propose that reattachment is particularly critical on days when employees anticipate high job demands, such as heavy workload, complex tasks, and difficult social interactions. Specifically, we propose that when employees anticipate a highly demanding workday, high morning reattachment may help them to better recognize their resource needs and engage in resource crafting across three domains: personal resource

crafting (e.g., mobilizing energy and ensuring task focus), social resource crafting (e.g., seeking advice or support from colleagues), and structural resource crafting (e.g., adjusting one's work environment or schedule). Enhanced resource crafting should ultimately make it more likely that employees attain their current workday's goals.

*Method:* We are conducting a daily diary study over 10 workdays with a target sample of 175 employees, yielding up to 1,750 daily questionnaires. Participants complete two questionnaires per day, one at the beginning of work and one after work. The beginning-of-work questionnaire assesses reattachment, while the after-work questionnaire captures anticipated job demands for the next day (workload, complexity, and difficult social interactions) as well as current-day resource crafting (personal, social, and structural) and goal attainment. Data collection is expected to be completed in early 2026.

*Results:* Results will be available at the time of the conference.

*Conclusion:* Our study investigates how psychological reattachment and resource crafting help employees adapt to daily work demands. The findings could offer insights into how employees can effectively navigate workdays they anticipated to be particularly demanding.

### **P173**

#### **Exploring the Benefits of Coaching Comparing Coachees and Non-coachees**

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*Background:* Coaching is accepted as a resource that benefits individuals across various domains. These include, for example, the workplace, along with personal development, health, well-being – including healthy lifestyle behaviours, finance and relationships. There is evidence that coaching benefits individuals, especially within the work context. Most of the evidence has been collected from those who choose to enter into a coaching relationship with a coach, and can detail the benefits, or not, they have gained through this relationship. However, the literature is limited on directly comparing groups of individuals who have been coached, by those who have not received any coaching. Is it feasible to assume that coachees will have enhanced personal resources due to being coached, or to assume that personal resources do emerge also through individual actions and behaviours and are as beneficial? This present study aims to add to the literature on this topic, by exploring the impact that coaching has on coachees, and if this effect differs from those who have not received coaching. The research will assess any distinction among age groups across the life course.

*Method:* The study is using a cross-sectional design to capture varied responses across the population. Data collection has begun, with the ethical approval in place for this research. The project is using an online survey to obtain data that focus on individual, along with, work resources. The participants have been asked to complete, for example, measures of flourishing, job satisfaction, personal effectiveness, perceived stress, psychological well-being, satisfaction with life, self-rated health, subjective happiness, well-being (WHO-5), and work engagement as work / life outcomes. Independent coaching specific variables are curiosity and exploration, emotional intelligence, hope, inspiration, mindfulness, mindset, personal growth, and psychological capital. The more individual-specific predictors are dispositional optimism, flow, general self-efficacy, hassles / uplifts, PANAS, personal need non-fulfilment, recovery and rumination. In addition, various demographic information is being sought, including the life stage.

*Results:* Preliminary data (n=100, 78% female) has been collected and data collection is continuing. The data analyses will include psychometric testing, allowing an assessment of the strength of the variables. This will be followed by correlation analysis, t-tests, and hierarchical multiple regression analyses.

*Conclusion:* Data collection will end in early 2026, allowing the participants' results to be presented and discussed at the conference. This will include showing the impact of coaching on overall well-being and work performance. As well, exploring whether there are variations due to the types of coaching received, the numbers of sessions, or the qualifications of the coach. The presentation will consider also how coaching builds and enhances personal resources. Finally, the findings for the duration of coaching (attending one or more sessions) will be discussed, in comparison to those who have not attended a coaching session.

#### **P174**

### **The Association Between Social Networks, Work Engagement, and Job Satisfaction Among Small Business Owners**

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*Background:* Small businesses play a significant role in global economies. However, research on occupational well-being among small business owners (with fewer than 50 employees) has been relatively scarce in recent years. More research is needed, as the well-being of small business owners is crucial not only for themselves but also for the success of their businesses. Therefore, a better understanding of small business owners' well-being and working conditions is important for creating sustainable businesses. Work engagement is defined as "a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption" (Schaufeli et al., 2002). High work engagement provides entrepreneurs with significant psychological benefits, which are reflected in better well-being, motivation, and job satisfaction. Previous studies have demonstrated that autonomy and job crafting are key resources for entrepreneurs' work engagement. However, less is known about the relationship between small business owners' social networks and their work engagement. There is a call for empirical research that captures the processes specific to entrepreneurial engagement from the perspective of social networks.

*Method:* This study utilized a survey conducted by the pension insurance company Elo in autumn 2025, with responses from 239 small business owners across various industries. The survey measured the amount of support entrepreneurs perceived to receive from their social networks, covering eight possible forms of social support (e.g., emotional support, competence development). The survey also included measures of overall job satisfaction and work engagement. Work engagement was measured using the UWES-3 scale (Schaufeli et al., 2009). Analyses were conducted using Spearman's correlation and logistic regression.

*Results:* There was considerable variation in the amount of support received from networks among entrepreneurs. Roughly half of the respondents reported receiving quite a lot or very much support in various forms, while the other half rated the support as moderate at most. The analyses showed that several forms of support received from the entrepreneurs' networks were statistically significantly associated with higher work engagement and job satisfaction. However, the strength of these associations varied depending on the type of social support. The strongest associations with both work engagement and job satisfaction were found for support related to competence development provided by the network.

*Conclusion:* The results illustrate that support received from social networks is associated with work engagement and overall job satisfaction among small business owners. In particular, the

findings highlight that support for competence development is one of the most important forms of support small business owners can receive from their networks. This study provides information for the design of future interventions aimed at supporting networking among small business owners and developing network-based interventions, especially those focusing on knowledge sharing and peer learning in response to changing work demands. From a theoretical perspective, our results show that social support from networks is a key antecedent of work engagement among entrepreneurs. When designing interventions to support entrepreneurs' networking, special attention should be paid to supporting competence development and fostering networks that help businesses adapt to changes in their operating environment.

**P175**

**Situational Coping Efficacy as a Moderator of the Within-Person Individual Consequences of Workplace Ostracism: A Weekly Diary Study**

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*Background:* Workplace ostracism – the feeling of being ignored and socially excluded by other organizational members – is a common form of interpersonal mistreatment at work. Ostracism spurs different detrimental, individual consequences that are often ascribed to thwarted fundamental social needs. But ostracism is also a unique stressor in that it is typically unexpected and ambiguous, meaning that ostracism encounters may be particularly difficult to prevent, handle and control. Theoretically, this adds to the negative impact of the experience, but importantly, it may also vary significantly from one situation to the next. In this study, we introduce situational coping efficacy (i.e., the perception of being able to prevent, handle and control the specific ostracism instances that targets report) as a potential moderator of the impact of ostracism experiences. We test our model by investigating whether situational coping efficacy moderates the relationship between ostracism and two relatively well-established outcomes of this stressor, affective well-being and work engagement. To capture novel, unexpected and more specific ostracism encounters, we operationalize ostracism at the within-person level using weekly measures. Specifically, we hypothesize that the negative within-week relationships between workplace ostracism and affective well-being and work engagement, respectively, will be stronger when targets ascribe unusually low situational coping efficacy to the ostracism situations reported.

*Method:* This study is an extension and reanalysis of data that have been presented at this conference in a previous year and is based on a weekly diary study with five measurement points (N = 365 respondents, k = 1,397 weekly observations). The respondents were employed in various Norwegian enterprises and were recruited through convenience sampling. Our independent and dependent variables were measured using established scales, and immediately following the ostracism items, we assessed situational coping efficacy by presenting respondents with three items measuring perceived ability to prevent, handle, and control the type of behaviours or situations in question. We used multilevel analyses to test whether the impact of weekly fluctuations in workplace ostracism on same-week affective well-being and work engagement was contingent on situational coping efficacy.

*Results:* In line with our hypotheses, the extent to which weekly fluctuations in exposure to workplace ostracism behaviours predicted same-week work engagement and affective well-being depended on same-week situational coping efficacy. Specifically, exposure to workplace ostracism was not significantly related to affective well-being or work engagement in weeks where respondents reported higher situational coping efficacy. Conversely, in weeks where respondents reported lower levels of situational coping efficacy than usual, ostracism behaviours predicted lower-than-usual affective well-being and work engagement.

*Conclusion:* The negative within-person relationships between workplace ostracism and affective well-being and work engagement are moderated by situational coping efficacy such that the effect is stronger when individuals feel less able to prevent, handle and control the specific behaviours they have been subjected to. Implications for theory and practice will be presented and discussed.

**P176**

### **Chronological and Subjective Age at Work: Its Moderating Role in Organizational Well-being from the Hero Model**

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*Background:* the ageing of the European workforce poses increasing challenges to sustaining organizational well-being as the average working age continues to rise (Eurofound, 2025). The coexistence of multiple generations in the workplace introduces new complexities, not only regarding health—such as heightened attention to occupational risks (Oxley, 2009)—but also in terms of social and intergenerational dynamics (Kunze, 2015). Research on healthy ageing indicates that chronological age alone is insufficient to capture the multidimensional nature of ageing and its implications for well-being. Instead, subjective age—how old individuals feel—has emerged as a crucial complementary factor. This perspective aligns with the hero model (healthy and resilient organizations; Salanova et al., 2012), which conceptualises psychosocial resources as both antecedents and outcomes of organizational well-being. Integrating subjective and chronological age into this framework may improve understanding of how age-related perceptions relate to well-being at work.

The primary objective of this study is to examine the relationships between chronological age and subjective age and their association with key indicators of organizational well-being proposed by the hero model—namely, job satisfaction, generativity, meaning at work, work engagement, burnout, and health perception. Specifically, the study explores whether chronological age moderates the relationship between subjective age and well-being, and whether positive psychological resources derived from the hero framework mediate these relationships. The framework of this abstract is based on the wage (horizon-hlth-2023) and Ciaico (Ciaico/2022/087) projects, an international project that seeks to identify the relationships between physical and psychosocial factors in order to develop an integrated index, and Ciaico, which seeks to validate the Herodei tool as an instrument that is sensitive to diversity.

*Method:* the research employs a correlational design using the statistical software *r*, focusing on the interactions between chronological age, subjective age, and hero model variables. The data collection ongoing to reach over 450 participants across three European countries. The final sample will include employees from both automotive and service industries, encompassing white- and blue-collar workers to ensure representativeness and cross-sectoral validity.

*Results:* preliminary findings indicate distinct patterns among specific age groups. Workers who perceive themselves as older than their chronological age report higher levels of burnout, particularly among senior employees. Conversely, individuals who feel younger than their actual age exhibit higher levels of positive health perception, work meaning, and generativity compared with peers of the same chronological age. These results suggest that the interaction between chronological and subjective age significantly influences organizational well-being, underscoring the importance of perceived age as a determinant of healthy and resilient ageing at work.

P177

**Digital Disconnection and Nature Contact Improve Daily Recovery and Well-being: Animal Contact Makes the Difference**

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*Background:* Information and communication technologies (ICTs) have profoundly reshaped how people work, enabling connectivity beyond regular working hours. Although such “always-on” states may increase employees’ work-home flexibility, they also hinder their psychological recovery and emotional well-being. To counter these harms, a proposed strategy is digital disconnection (DD), defined as employees’ deliberate limitation of work-related ICT use after working hours. Yet, effects of DD remain inconsistent, with limited insight into the boundary conditions that shape its effectiveness. Interestingly, research on biophilia highlights the potential of nature contact, including spending time outdoors or interacting with animals, to support recovery and emotional well-being. Although both DD and biophilia aim to help individuals restore depleted mental resources, their interplay has not been examined. This is surprising given emerging evidence that nature contact may help individuals reduce their digital device use. Therefore, this study integrates both perspectives by examining how daily DD, outdoor contact, and animal contact jointly relate to employees’ next-day recovery and positive affect (PA).

*Method:* We conducted a daily diary study over 10 consecutive workdays, with participants completing app-based morning and evening surveys. The sample comprised 86 employees (44% dog and/or cat caregivers), yielding 629 day-level observations. Evening measures captured DD (5 items from the validated 'EDDS' scale), outdoor contact (1 item), and animal contact after work (1 item). Morning measures assessed next-day recovery (3 items) and PA (5 items from the 'PANAS' scale). Data were analyzed using multilevel linear mixed modelling, assessing main effects of DD, outdoor contact, and animal contact, and the moderating effects of DD\*outdoor contact and DD\*animal contact.

*Results:* For recovery, we found that DD ( $\beta=0.012$ ,  $p<.05$ ) and animal contact ( $\beta=0.04$ ,  $p<.05$ ) emerged as meaningful recovery resources. Yet, outdoor contact did not show a unique effect. Employees who had animal contact reported marginally higher next-morning recovery when controlling for their level of DD ( $\beta=-0.03$ ,  $p=.11$ ), indicating that animal contact represents a distinct, complementary restorative pathway. No significant interaction effect was found for DD\*outdoor.

For PA, animal contact ( $\beta=0.02$ ,  $p<.05$ ) and outdoor contact ( $\beta=0.03$ ,  $p=.056$ ) were marginally associated with greater PA, while DD alone did not predict PA. Trend-level interactions suggested that the negative association between DD and PA was weaker for employees who reported more animal contact ( $\beta=-0.02$ ,  $p=.16$ ). This suggests that animal contact may buffer the harmful effect of low DD on PA. No significant interaction effect was found for DD\*outdoor.

*Conclusion:* This study offers novel evidence that animal contact, but not outdoor contact, functions as a resource for employees’ daily recovery and PA, complementing the benefits of DD and partly compensating when employees disconnect less. These findings suggest that daily interaction with animals can support restorative and affective processes, including when digital disconnection becomes compromised in daily life. Future research could explore more fine-grained distinctions in nature contact, such as differences between dogs and cats or urban and natural settings, as well as person-level moderators like individual affinity for nature.

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## Unlocking Workforce Potential Through AI-Driven, Personalized Sleep Interventions

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*Background:* Healthy sleep plays an important role in supporting well-being, cognitive functioning, productivity, and safety at work. However, many working adults struggle to maintain consistent sleep. Approximately one-third of adults experience chronic sleep deprivation, which has implications for both individual health and organizational efficiency. Research links insufficient sleep to higher rates of workplace injuries, difficulties with decision-making and emotional regulation, and substantial economic costs—estimated at \$411 billion annually in the United States and even more worldwide. Despite growing recognition of these challenges, many workplace sleep initiatives remain limited in effectiveness, often relying on broad, uniform approaches such as basic sleep-hygiene education or general wellness activities. Recent research suggests that employees vary notably in their sleep patterns, including differences in sleep duration, quality, regularity, daytime alertness, and ease of falling asleep. Some individuals show insomnia-like patterns, others compensate with weekend catch-up sleep, and others use napping to manage fatigue. Such variation indicates that a single intervention is unlikely to meet the needs of all workers. To better understand and address these differences, we seek to identify individualized pathways to better sleep by examining employees' daily experiences, work environments, and physiological sleep patterns.

*Method:* Our approach integrates experience sampling surveys with actigraphy-based physiological monitoring in a diverse sample of working adults. Over a three-week period, participants complete brief daily surveys assessing work-related sleep factors (e.g., strain, demands, support) and recovery behaviours (e.g., breaks, mindfulness, physical activity, or limiting after-hours communication).

At the same time, participants wear actigraphy devices that provide objective indicators of movement, light exposure, sleep duration, sleep efficiency, and sleep regularity. These data sources are combined to identify how naturally occurring behaviours and daily contexts relate to nightly sleep outcomes. Machine-learning techniques are used to determine: 1. Which types of behaviours (e.g., restorative breaks, boundary-setting, physical movement) are associated with improved sleep. 2. When these behaviours are most effective (e.g., morning, midday, or evening). 3. For whom and under what circumstances certain strategies are most beneficial, considering factors such as work conditions, stress, mood, and energy.

*Results:* The results of the study are pending. However, based on the patterns we expect to observe, we anticipate finding meaningful variation in how daily experiences relate to nightly sleep across individuals. Such variation would underscore the potential value of developing personalized, data-informed recommendations rather than relying on uniform approaches.

*Conclusion:* A workforce that sleeps well is better positioned to maintain productivity, creativity, safety, and overall well-being. Yet many existing workplace strategies do not account for the substantial variability in employees' sleep needs. By identifying individualized patterns and tailoring recommendations accordingly, this work aims to support more effective, scalable approaches that enhance employee health and organizational functioning while helping to mitigate the broader costs associated with insufficient sleep.

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